

# Amity BUSINESS REVIEW

Volume 8, No.1, January - June 2007

The Journal of Amity Business School

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# LOCATION SELECTION FOR ATM USING ANALYTICAL HIERARCHICAL PROCESS: A CASE STUDY OF SBI.

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The dawn of twenty first century saw lots of technological developments in the banking industry in India. The technology has made it possible for a customer to transact business anytime from anywhere. The need to visit bank premises for cash withdrawal or for depositing cheques / instruments is no more necessary as these transactions can be undertaken through ATMs (Automated Teller Machines) which are installed at different prominent and convenient locations by banks. ATMs have now become a part of modern life.

ATM owners generally have to balance several factors in their calculations while investing in ATM regarding both the cost involved and the transaction volume to break even. The increasing number of ATMs and the decreasing number of transactions per machine, site selection is one of the major issues that need to be addressed. Site selection refers to selecting best alternative in the given set of various options. The paper attempts to explain the various choice criteria and provides a theoretical framework to understand and analyze decision making for ATM in the era of globalization. A conceptual framework is drawn to explain application of Analytical Hierarchy Process (AHP) in selecting site in various decision criteria from banker's perspective with suitable and simple illustration.

**Key Words:** Facility location, ATM, Analytical Hierarchical Process, site selection, location decision parameters, break-even point

## INTRODUCTION

### *Facility Location*

The location of a facility involves far reaching decisions, which affect an organization's success. The planning for where to locate the operations facilities should start from what are organization's objectives, priorities, goals and the strategies required to achieve the same. And it is these strategies of which the location decision is a product.

Location decisions are crucial because they commit organizations to long lasting financial, employment and distribution patterns. No method of analysis assures a firm that it has selected an optimal location. But, for most firms there are many potential "satisfactory" locations. On the other hand, some locations would be exceptionally poor. Unexpected problems can rise from multitude of issues: zoning regulations, water supply, waste disposal, labor supply, transportation costs, tax

laws, community acceptance and more. So, in location analysis, avoiding a disastrous location may be more important than trying to find an "ideal" location.

Location decisions must typically compromise the multiple objectives of owners, employees, suppliers, customers and any other impacted by the organization. In general, firms seek "profitable" locations that also provide a suitable, or even attractive environment for their employees. Constraints must also be recognized. The high cost of equipment and land impose financial constraints on some firms, while market and consumers constraint the location of others. Organizations choose locations for both economic and non-economic reasons. To remain viable they must give high priority to economic measures, such as labor and material costs. In addition less quantitative factors, such as the environmental impact of facility upon the community and the suitability of community for employees, warrant consideration.

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TABLE 5

	HPD	BL	HAP	WL
HPD	1	7	1/5	5
BL	1/7	1	1/9	1/5
HAP	5	9	1	7
WL	1/5	5	1/7	1

The relevant normalized Eigen vector of the matrix is (0.2480,0.0399,0.6039,0.1082)

Once the Eigen vectors for all the comparison matrices are available we compute the absolute weights of the four alternatives i.e. HPD, BL, HAP and WL locations through a synthesis procedure illustrated below:

The priority weight of HPD

=Weight of HPD with respect to CF \* importance weight of CF + Weight of HPD with respect to OF \* importance weight of OF + Weight of HPD with respect to SF \* importance weight of SF

$$= 0.0480*0.7766 + 0.1219*0.0760 + 0.2480*0.1645$$

$$= 0.08$$

Similarly the priority weight of BL

$$= 0.2083*0.7766 + 0.5579*0.0760 + 0.0399*0.1645$$

$$= 0.21$$

The priority weight of HAP

$$= 0.6427*0.7766 + 0.2633*0.0760 + 0.6039*0.1645$$

$$= 0.61$$

And finally, the priority weight of WL

$$= 0.1010*0.7766 + 0.0569*0.0760 + 0.1082*0.1645$$

$$= 0.10$$

## RESULTS AND ANALYSIS OF THE SURVEY

The sample comprised 100 respondents of which 61% preferred high accessibility points, 21% bank locations, 10% work locations and 8% high population density areas for ATM set up. Hence there is a definite preference of High Accessibility Points (HAP) over all other sample locations. However, it can be analyzed through this research paper that location decision of a facility will change in accordance with objective of the firm. If minimizing operational cost had been the sole objective of the firm then, more preferred choice would be Bank Locations.

## CONCLUSION

As a main customer touch point, ATMs are critical to a bank's ability to service its customer base. Since customers associate a bank's brand with service, we see ATMs as a key component in network optimization studies. The AHP model provides a framework to assist managers in analyzing various location factors, evaluating location site alternatives, and making final location selections. The primary principle of the AHP model is to match decision-makers' preferences with location site characteristics. This information regarding the priorities of the ATM users can be of significant use for other ATM players in the market in terms of improvisation of their decisions. Finally, the method provides a very convenient tool to bank managers because it provides information on the importance of the selection criteria as well as areas of strengths and weaknesses of banks.

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# FACILITATORS AND INHIBITORS OF KNOWLEDGE MANAGEMENT PRACTICES IN A LEARNING ORGANIZATION

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A major challenge before any learning organization today is to capture the unknown knowledge and leverage known knowledge for excellence. Literature also shows that organizations would falter in capturing known knowledge if people fail to learn from the wisdom of others. Through a case study, an attempt has been made, in this paper, to identify the facilitators and inhibitors of knowledge management (KM) practices in a large learning organization of India. To identify these a mistics questionnaire consisting 44 statements was prepared and given for rating on a 5-point scale to the knowledge workers (N=141) of the organization, who volunteered to participate in the study. Statements of the questionnaire – incorporated dimensions of organizational learning like shared vision, systems thinking, personal mastery, mental models, and team learning. Two open-ended questions relating to perception of the organization's performance in recent years and how does one feel to be a part of organization were also asked. Several questions related to the KM practices were asked while interviewing at the end of completing the questionnaire. Analyses of the response rating showed above average rating of all dimensions of organizational learning. Facilitators and inhibitors related to cultural context, hierarchical system, aging, mind-set, and attitudes were found crucial in the qualitative analysis of the interviews.

## INTRODUCTION

The new millennium is in the midst of explosive change, witnessing intense competition amongst the domestic as well as the international players. Little wonder then, knowledge management is fast emerging as a core strategy, that organizations worldwide are adapting to manage and leverage organizational knowledge for sustainable business advantage. In this world of rapid change, we have to create new knowledge and ideas constantly. We get that by looking at what we know and applying it to what we do not yet know.

The changes taking place in the world economy have made knowledge management a business necessity. Managing your company's knowledge more effectively and exploiting it in the marketplace is the latest pursuit of those seeking competitive advantage. The combination of global reach and speed compels organizations to ask themselves, "what do we know, who knows it, what we do not know that we should know?"

## WHAT IS KNOWLEDGE MANAGEMENT

Knowledge Management is an integrated, systematic approach to identifying, managing and

sharing of an enterprise's information assets, including data-bases, documents, policies and procedures, as well as previously unarticulated expertise and experience, held by individual workers

The integral components of Knowledge Management (KM) are -

- Generating new knowledge
- Accessing valuable knowledge from outside
- Using accessible knowledge in decision making
- Embedding knowledge in processes, products and / or services
- Representing knowledge in documents, databases and software
- Facilitating knowledge growth through culture and incentives
- Transferring existing knowledge into other parts of the organization
- Measuring the value of knowledge assets and /or impact of knowledge management (Base, 2006)

Fundamentally, it is about making the collective information and experience of an enterprise

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## CONCLUSION

People and Culture	Processes	Technology
<ol style="list-style-type: none"> <li>1. Senior management needs to show support Day-to-day reinforcement and tutoring must come from mid-level.</li> <li>2. Learning and sharing are equally important.</li> <li>3. Trust is essential; it must be built to overcome the effects of "not invented here and "knowledge is power." Employees must trust that sharing enhances employment status and does not undermine the business's need for them.</li> <li>4. Human interaction can not be replaced. It is especially needed to transfer tacit knowledge.</li> <li>5. Rewards / recognition linked specially to KM must be carefully evaluated. They can have unexpected and unintended consequences.</li> </ol>	<ol style="list-style-type: none"> <li>1. The KM processes must be defined. These include: capturing, sharing and applying knowledge; developing new knowledge; and protecting knowledge assets.</li> <li>2. There is no one best process for KM. Process design must include: content, scope and speed; intended use; and expected outputs.</li> <li>3. Connectivity is more effective than capture; Facilitating the connections between people is more successful than trying to capture and sort knowledge for all potential accesses. Enabling / expecting people to learn, share, refine and apply knowledge is the key. Multiple channels of knowledge transfer must be supported.</li> </ol>	<ol style="list-style-type: none"> <li>1. Technology is an enabler; it is not KM.</li> <li>2. Make the technology fit the work, not vice versa.</li> <li>3. Technology does not eliminate the need for people to meet.</li> <li>4. It may increase the need for contact to: built trust, and freely interact in problem solving.</li> <li>5. New techniques are not needed. Old methods can be just as effective, such as teamwork, process management, bench marking, continuous improvement.</li> </ol>

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## THE BEHAVIOURAL CONSEQUENCES OF SERVICES QUALITY IN BANKS

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In today's competitive environment, consumers are increasingly aware of various alternatives in offer on services and service provider. The globalisation process has opened the door to foreign banks in India. Hence, the competition in banking industry is becoming tougher and tougher. Since the cost of retaining the existing customers is lesser than the cost of adding new customers, the banks should retain the existing customers. Besides they have to increase the number of new customers in order to increase their profitability through high turnover.

In this situation, delivering high level of service quality is the key to service provider efforts to position themselves more effectively in the market place. Almost all banks perform same functions. Therefore, customers take advantage of comparing the service quality offered by the banks. Under such circumstances, customer's decision to patronize one and not the other is based on quality of service offered to him. Banks, therefore prosper or decline, depending upon their continuous assessment of customers expectations and perception on various services offered to them. Due to this widespread belief, banks have placed service quality at the top of the list of strategic constructs. In view of its strategic importance, an attempt has been made in the present paper to make a comparative study of service quality perceptions among the customers in Nationalised Banks, State Bank Groups and Private Sector Banks.

The study examines specific dimensions of the performance only measurement of service quality (SERVPERF) as determinants of customer's satisfaction and subsequent discriminants for the three groups of banks. An extensive survey of bank customers has been performed with a structured interview schedule to identify the service quality factors. The sample customers were selected from the Nationalised, State Banks and Private Sector Banks spread over Madurai District Tamilnadu. Of the total sample the response rate was only 71.50 per cent. Only 71.50 per cent of total customers were included in the present study. Both descriptive and inferential statistics were used in the analysis. Factor analysis was done to identify the service quality factors of the banks. Multiple regression analysis was applied to examine the impact of SERVPERF score of the service factors on the customer's satisfaction. The multi discriminate analysis had been administered to identify the important discriminate service factors among the three groups of banks.

Results show that the most important service quality factors of banks are reliability, responsiveness, assurance, tangibles and empathy. Regarding the performance on the above said factors, the private sector banks are found to be performing well compared to other two groups of banks. It is followed by the State Bank Groups. It is also found that there is a significant difference among the three groups of banks regarding the customer's perception on service quality factors especially, reliability, responsiveness and assurance. The perception on the above said three service quality factors have a significant positive impact on the customer's satisfaction. The important discriminate service quality factors among the National Banks, State Bank Groups and Private Sector banks are responsiveness, reliability and assurance since the respective canonical discriminate co-efficients are higher.

Delivering quality service is considered as essential strategy for success and survival in today's competitive environment (Dawkins and Reichheld, 1990; Reichheld and Sasser, 1990 and Parasuraman and Berry, 1990). It works as an antecedent of customer satisfaction (Ruyter and Bloemer, 1995). In the past, quality was measured only for the tangible products because of lesser dominance of service sector in the economy. Due to the increasing importance of service sector in the

economy, the measurement of service quality has become important.

Service quality in banking implies consistently anticipating and satisfying the needs and expectations of customers (Raddon, 1987). While emphasizing the importance of service quality in banks it was reported that 40 per cent of those customers switching financial institutions in the USA did so because of service problems; Improving quality in the eyes of customers pay off well for the

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information for international bank managers.

Delivering high service quality is one of the best ways a bank can respond to competition. Obtaining reliable and valid measures of service quality from customers is critical to achieving that goal. As a result service quality programmes should become high priority with expenditure viewed as long term investment for future growth and profitability. The banks should make investment more on consumer research. The banks should conduct frequent training programmes to create a customer friendly mindset. The banks should offer such products/services as would fully meet customer needs. The banks should go for non-price competition with value added products/services according to the needs of their customers. The public sector banks should understand their social obligations as well as the profitability of the banks. They have to cope with the twin objectives carefully. The banks must pay more attention on the potential failure points and improve their strengths in these areas. Lastly, the empowerment of employees is a pre-requisite for the successful offering of high service quality to the customers, the banks should give more priority to the employees empowerment.

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# COINTEGRATION TEST FOR GROWTH AND EMPLOYMENT OF INDIAN SOFTWARE INDUSTRY

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The maturation of Indian software industry employment scenario has lineal or collateral moment on the employment generation of economy. Indian software industry is generating fresh employment opportunities in software and hardware sector, though it is conducting more employment opportunities to the informal sector. India is forrader other countries due to huge amount of computer educated with compel over English. The cost of skilled labour is cheap compared to other countries. India is coming up with ideas for development of her existing infrastructure. The co integration and Granger test to analyse the relationship between software growth and employment in India over the period of 1985-2005. The tests of unit root and co integration were applied to check the time series properties of the data before running the Granger test of causality between the software growth and employment variables like Software and Software Employment. The results of Granger causality test did not produce any evidence to support the employment led software growth hypothesis in India.

**Key words :** Indian Software Industry, Employment, Causality Test, Unit Root.

**JEL Classifications :** C22; J64; L86

## INTRODUCTION

The impending contribution of information technology to employment generation is both direct and indirect. In a straight line, the growth of the computer hardware and software industries is generating novel job opportunities in India. Indirectly, the acceptance of computer technology by other industries inflate the variety of services they grant and inspire quicker growth of these sectors. The indirect impact of Information Technology (IT) is far larger than the direct impact. In the India, it is anticipated that for every straight job formed in the IT industry, a least ten further IT-related jobs have been formed in other industries in which IT is applied (Joshi 2003). This does not include the non-IT jobs created by the growth of other sectors of the economy.

IT industry is both a labour-creating and labour-saving technology. As the introduction of automated machines replaced manual labour in factories and on fields, it was once believed that the expansion of computer technology would result in enormous job destruction. However, two decades of know-how has established that the reverse is actually the case. Definitely exact types of jobs are eradicated, but on the whole

computerisation creates far more jobs than it destroys. The development of computerisation acts as a channel for the growth of numerous types of businesses. This is not only accurate of businesses directly related to the computer industry, such as research and development, computer education, computer repair and maintenance. In reality, every segment of the economy is eagerly awaiting the adaptation of computer technology. Studies by the National Research Council (2001) in the USA have found that IT has a stimulating influence on the growth of a wide range of service industries. The fastest growing sectors of the global service economy such as education, financial services, insurance and health services have all expanded by accommodating IT technologies. IT has demonstrable benefits for employment and skill levels. Evidence indicates that IT contributes to growth in demand for labour, in addition to an overall skill upgradation in the place of work.

For the reasons of this implement, the IT sector will be defined in a narrower logic as those businesses that are directly related to the manufacture of computer hardware and software, the training of personnel for the manufacture and function of computer equipment, use of computers in education and the utilisation of computer

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unemployed labour. Thus India's experience shows that software growth led employment does not work in the proper way either creates employment opportunity or growth of the economy as a whole.

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# EFFICIENCY IMPLICATION OF LAND-LEASE MARKET : A MICRO LEVEL ANALYSIS

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In land lease market the repercussion of tenancy relations on agricultural development has remained a persistent theme of discussion since the days of Adam Smith; the main thrust being laid on unfolding the controversy about the relative efficiency of different land tenure systems such as share tenancy and fixed rent tenancy as well as comparative productivity of owned land and tenanted land holdings. The convenient way of explaining the phenomenon is to invoke the old Smithian and more prominently Marshallian argument, which emphasizes that output sharing, reduces work incentives and capital investment in tenanted land. This disincentive effect is obviously an important issue but it is not yet confirmed empirically that sharecropping is inefficient compared to other feasible arrangements for combining productive resources in agriculture. This paper attempts to examine the efficiency implication of share tenancy in particular, a prime component of land lease market based on empirical study carried on in two villages of eastern part of Orissa.

## INTRODUCTION

Tenancy, a widely prevalent system in the large part of rural India is often held as a potent factor for the slow growth of agricultural sector. The major argument levelled against the system is that productive resources are not optimally utilised under it and thus, is inefficient. While unfolding the much-debated controversy about the efficiency implication of tenancy one comes across divergent schools of thought. Smith (1969), the chief architect of classical paradigm on share tenancy holds the view that as a proportion of the proceeds due to the increased efforts of a tenant accrue to him, it is progressive compared to the system of serfdom. Marshall and his followers like (Bardhan and Srinivasan, 1971; Bell, 1976) treat sharecropping as an inefficient arrangement in which resource allocation is not optimum because of under investment of capital and under supply of work effort by the tenant. As viewed by Marshall (1961) the tenant's investment in resources is constrained to the level where the marginal cost of output is equal to half of the value of marginal product. In a similar way the landlord will not invest unless the marginal product of investment is equal to at least twice the marginal cost (Johnson, 1950:259). This ultimately boils down to the fact that if interests of both the landlord and tenant are taken into consideration simultaneously, production cannot be optimal for marginal conditions of efficiency being not satisfied. Besides, the extreme concentration of land ownership

(Myrdal, 1982,1306) and exploitative production relations, being established between the landlord and the tenant during the process of production, are sufficient to make agricultural growth sluggish (Joshi, 1974, 167; Appu, 1996,40-5). This necessitates bringing about a thorough and complete transformation in production relations between the landlord and tenant on one hand and in forces of production on the other.

Moreover, it is also argued that tenancy proves to be a disincentive to new forces of production, as it is often found that tenants hesitate to introduce new improved technology for the obligation to part with a fixed proportion of produce irrespective of the cost incurred and returns received by them. As such, it acts as a hindrance in the way of using high yielding inputs for promotion of agricultural growth.

## REVIEW OF LITERATURE

Thus scholars like Heady, Johnson (1950), Bardhan and Srinivasan(1971), representing one school of thought hold the view that resources are by and large, misallocated under tenancy arrangement. But scholars like Cheung (1969), Reid (1974), Otsuka and Hayami(1988) claim that tenancy does not necessarily lead to inefficient resource allocation. As per the available evidence (Otsuka and Hayami, 1988, 49-52), the single-crop productivity is not significantly different between sharecropping and

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Thus it can be inferred that cost sharing along with reduction of rent needs to be incorporated in tenancy reform measures so that net receipt derived by the tenant can be increased which would act as an incentive to cultivate land intensively so as to promote agricultural productivity further.

Then intra-comparison has been made to study the yield performance on owned and tenanted land of the part tenants taking all crops together in both the villages separately by applying Mann-Whitney test and the results are placed in Table-II. It is observed from the Table that the calculated value of Z is less than the tabulated value for the variables YGCA, YNSA, OCGCA, OCNSA and thus the null hypothesis that there is no significant difference with respect to these variables between the two distributions is accepted. But in respect of NRGCA, NRNSA and NRPRI the calculated value is greater than the tabulated value, 1.96 leading to rejection of null hypothesis. In Balichandrapur the calculated value of Z is less for YGCA, YNSA, OCGCA, and OCNSA. But the calculated value of Z is found to be greater than 1.96 for NRGCA and NRNSA. Thus, the hypothesis of equality is not rejected for both the villages so far as yield performance on owned and tenanted land of part tenants is considered.

## CONCLUSION

From our analysis made above it is now imperative to conclude that share tenancy is not inefficient so far as the yield performance is concerned. This invariably rules out the inefficiency aspects of share tenancy relating to adverse impact of product sharing on intensity of labour effort, and less capital accumulation and on-farm investment. This substantiates the Smith line of argument that as a part of the proceeds from the increased work effort will accrue to the sharecropper, share tenancy will provide some incentives to his efforts. But the tenant would be extremely reluctant to employ his own capital on the farm, as the landlord would receive a large part of the resultant output. Even Marshall, who was much concerned with allocative implication of share tenancy, treating it inefficient also specified conditions under which it could be efficient " the advantages of metayer system are considerable when the holdings are very small, tenants poor and the landlords are not averse to taking much trouble about small things." (Marshall,

1969,P-645). Thus it is a matter of fact that most of the shortcomings of share tenancy are a function of how it is practiced in a given context; it becomes inefficient in a static set-up while in a dynamic framework where there exists much flexibility on the part of landlords in terms of active participation in deciding cropping pattern, specifying cultivation technique, sharing input costs and the like, share tenancy can be as efficient as other forms of tenancy arrangements in a land lease market.

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# STRATEGIC EMPLOYEE WELFARE AND SOCIAL SECURITY MEASURES AFTER RESTRUCTURING: AN EVIDENCE OF REALITY

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In the changed system, all procedures concerning the quality of life and work life of the employees are well laid down and made known to everyone in the organization. Energizing of existing resources and synergy of people, culture and technology is the right strategy of restructuring. The present study was taken up to focus on the strategic welfare and social security practices after change of ownership of the plant. The new management has introduced several policies for this purpose to overcome the resistance shown by them and to make the organization a promising and profitable one which will be taken as an instance for other industrial sectors in present context.

**Key words:** Restructuring, Acquisition, Welfare, Social security, Medicare, Accommodation, Sustainable development.

## INTRODUCTION

In the present liberalization, privatization and globalization (LPG) era, organizational restructuring is a worldwide phenomenon in which the transformation of business activities was quite common for survival in the highly competitive global environment. Restructuring leads an industrial organization towards all round development by changing the management style with respect to technological up gradation and rightsizing of the existing workforce. Acquisition/takeover leads to rationalization of operations as well as renegotiation of employment. Announcement of acquisition clears that the acquirer is interested to expand the business by rationalizing the opportunities responding to the increasing pressures of globalization and technological changes.

But acquisitions/takeovers are often change events, which bring a massive dislocation in the lives of the employees of the acquired companies. Both uncertainties associated with the event and the actual changes are the causes of fear, anxiety and stress. Such stress includes loss of identity and job security, changes in personnel and work practices, etc. The long-term stress may have an adverse

impact on physical ability and performance of individuals. Even it has been observed that in spite of cultural congruence between the acquirer and the acquired companies there is no guarantee that the staff will welcome it and become committed to its goals. Thus the human factor needs to be addressed very carefully and with a great deal of sensitivity. But it is important that management of human side during restructuring is the real key to maximize the value of the deal. The top management realized that retaining key talents or knowledge workers is the most critical ingredient of takeover along with transparent communication system, integration of corporate culture, mutual trust and confidence, proper health, safety, welfare and social security measures, team work, individual commitment and risk taking, multi skilling and retraining.

Employee or labour welfare is a very wide term including various services, benefits and facilities offered to employees by the employer and these benefits has made the life worth living for employees. Such welfare work is improving the health, safety, satisfaction and commitment level, increasing trend of efficiency of the workers beyond the minimum standard and as an extra inducement in the work place in addition to normal wages so

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importance of human resource for very success and survival. Human resource issues are influencing the success of business in terms of profitability, survival, competitiveness, adaptability and flexibility.

Employees of TTPS were very sincere, honest, committed and hard working as they realize every success of the organization is their own success. They feel their work as highly challenging where they enjoy enough freedom to take decision about their own work. The management here is committed to continual improvement of the company's occupational health and safety performance complying with all necessary steps. The organization is also offering statutory and non-statutory welfare facilities along with well accepted social security measures for the employees to enjoy a better life and these facilities are of high quality and standard. The prime objective behind maximum wellbeing of employees through these measures was to increase the degree of satisfaction and individual commitment so as to accept the threat of restructuring rather than resistance and non-cooperation.

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# SPIRITUAL METHOD OF STRESS MANAGEMENT

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This paper highlights the origin and effects of stress in work life and offers spiritual solution to that. It mentions various approaches to understand stress and adds to the conceptual framework a practice mechanism for preventing and removing stress.

**Keywords:** stress, spirituality, bliss, self, work life, identity.

## INTRODUCTION

Stress is a kind of perceived pressure and in the organizational context usually it involves workload, both in quality and magnitude. On the other hand, in the individual context, stress may be felt from other areas of interactions, such as the family, the society and the environment at large. While stress is embarrassing, it is considered healthy under a balanced condition. Healthy stress refers to the positive aspect of the load whereas unhealthy stress refers to the negative aspects. We can understand that in all situations – the organizations, family and society, stress is not a derogatory term altogether, it has positive uses for individuals as well as society.

This paper discusses the relationship between:

1. Stress and quality of life.
2. Organizational stress and individual stress

The approach used in this section may be considered as the system approach based on Indian insights.

## STRESS: IT'S SCOPE AND MEANING

Eve Warren and Caroline Toll' have explained the stress tightrope as:

1. A demand made on us.
2. Constraints that limit our capacity to meet the demand made to seem greater.

3. Available support help us to meet or manage the demand.
4. The effect on us is stress.

This description utilizes three parameters – the demands, the constraints and the supports. A look into this matter from another angle seems to be very relevant here before placing our own ideas in this area. Pestonji's concept of stress audit (Pestonjee, 1992) has explained organizational stress as:

"A situation wherein job-related factors interact in such a way that the worker experiences a disruption in his or her psychological and/or physiological conditions so that he is forced to deviate from normal functioning".

Before commenting on these definitions, let us discuss the subjectivity of stress.

Stress is not necessarily an external factor and finds the collaborative hand from within. An individual perceives the demand made on him or her in the context of constraints and supports. We may extend the idea up to the area of an individual's inner subjective. Indian ethos advocates that subjective is the cause, objective is the effects and the quality and expanses of output by an individual depend mostly upon the quality and vastness of the inner subjective of the individual. Stress is ultimately felt by the individual. The degrees of feeling of stress by an individual or individuals depend upon the inner autonomy of the persons exposed to stress.

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life line the man correlates the work life, the interactions in life (with social or individual agents) and in his pursuit for attaining pleasure, peace and achievements, he attains the state of bliss – the state which is stress-free. Only spontaneous initiative, energy, output, goal achievement and joy can make this. Work becomes a matter of joy. Boredom, stress disappears from the individual life as well as from the group situations. Sat-Chit-Ananda finds place in the heart of people in pursuit of bliss and becomes the most formidable tool for stress management.

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# USE OF SUBLIMINAL PERCEPTION IN ADVERTISING : A CRITICAL EVALUATION

Ruchira Shukla\* & Swati Chaturvedi\*\*

This paper is an attempt to explore the effectiveness of subliminal messages in effecting buying behavior. Review of earlier attempts to subliminally persuade consumers, has been done to judge the relative success rates of such experiments. Advertisers have invested a huge amount of resources in motivational research to grab the largest chunk of consumer attention. The mere idea of persuading the target consumer without his awareness opens a Pandora box with multitude of negative and positive possibilities. The ethical dimension of this concept is debatable but that has not discouraged copy-writers, agencies and companies from utilizing subliminal persuasion. Psychologists have agreed to the existence of subconscious, but how it registers ideas, expressions is still not fully known. This is not empirically supported.

The evaluations of this overview will have practical significance for marketers and advertisers as a whole.

## INTRODUCTION

Can sensory stimuli that fall beneath the threshold level of awareness influence behavior? This issue centers on the concept of subliminal persuasion-the stimulus of sensory inputs without conscious awareness. Subliminal persuasion can be explained as the stimulation of human sensory channels by changes in external environment that cannot be detected by conscious mind.

Subliminal perception stimuli that are too weak or are too brief may still be perceived by one or more of the human organs but with no cognitive awareness by the individual that has perceived anything. This process is called subliminal perception.

## HISTORICAL BACKGROUND

Apparently, subliminal perception is not a newly discovered phenomenon used by the advertising industry. Historical scholars such as Plato, Aristotle and even religious texts have insinuated to a subconscious phenomenon. Early artists such as those in the Renaissance have used subliminal techniques in their artwork. Aristotle first

documented the relationship between dreams and the unconscious mind.

The concept of subliminal perception is of considerable interest because it suggests that people's thoughts, feelings and actions are influenced by stimuli that are perceived without any awareness of perceiving.

A report in a 1958 issue of life magazine first brought public attention to the possibility of subliminal persuasion in a movie theatre in Fortlee, New Jersey, James Vicary, a marketing specialist presented two messages "Drink Coca-Cola" and "Hungry? Eat Popcorn". These messages were alternately flashed on the screen for 3 thousandths of a second every 5 seconds through out the showing of the feature film. At the end of 6 weeks, Vicary claimed that Coca-Cola sales had increased 57.7 percent and popcorn sales had increased 18.1 percent.

Vicary used no control groups to check on the rate of sales in the absence of messages. Vicary later admitted that the study was fabricated and scientists through the years who have tried to replicate it, have largely failed.

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psyche is an unethical practice but advertising firms and companies have a free run because the subliminal messaging cannot be proved in the court of law.

## CONCLUSION

The fact that there is almost no empirical support for the effectiveness of subliminal messaging in modification of consumer behavior has not stopped advertisers in using the concept for their advertisement campaigns.

"A common theme that links all extraordinary claims regarding subliminal perception is that perception in the absence of an awareness of perceiving". The effect of such perception is not yet known neither the full extent can be possibly known. The realms of an individuals mind will remain in partial darkness. Still advertisers use subliminal perception, it gives them a sense of power and control.

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# POTENTIAL OF RELIGIOUS TOURISM IN WEST BENGAL AND ITS UNDER CAPACITY UTILIZATION

Ishita Datta Ray\*

## INTRODUCTION

Religion, now-a-days, is a service industry which is established and run for profit making purposes. Different religious organizations have been established all over the world to serve the devotees. These organizations provide employment to the persons working as staffs to run the institutes that provide religious services, and also to the persons who act as religious intermediaries. Religion stimulates production of religious goods and services, and therefore, generates employment and contributes to the GDP of any country. For example, the Guruvayoor Temple in Kerala has employed 900 permanent staffs and double the number of part-time and contract labourers. The big temples of India earn money from various sources, like revenue from buildings and guesthouses, interest from investments and endowments, livestock, grants and fees. The commercialization of the temples also contributes positively to the economy and society by running charity hospitals, schools, etc (Das et al, 2005). The growth of the religious markets shows that there exists a substantial demand for religion throughout the world, and hence it calls for a systematic study of the consumer behaviour in all the religions. National Science Foundation (NSF), Virginia, in a workshop held in 1993, recognized the necessity and urgency of scientific studies of religious behaviour in different developing countries including India (NSF, 1993). They laid importance to the research on the relationship between economics and religion in different nations in order to keep track of the rapid and dynamic changes in the socio-economic features that are linked with religion-related events. Religion in India with the presence of an ever-increasing number of places of worship like Temples,

Mosques, Churches, Gurdwara, etc. cannot be isolated from the country's economy. Most of these places of worship are frequently visited by a considerable number of devotees and tourists throughout the year. They also spend a substantial amount of money at these places. Their spending in turn generates income at the religious places, and therefore religion-related activities are the sources of employment for a group of people (Das et al, 2005). From the Census data of India for the years 1991 and 2001 it has been found that the number of places of worship in all the states of India has increased in the last decade (Census 1991, Census 2001). The overall growth rate of the number of places of worship in India is around 34 percent.

## NATURE OF RELIGIOUS TOURISM IN INDIA

The economy of a country gets benefited from the tourism industry through earning of foreign exchange, employment generation and expansion of income opportunities. Economic benefits and costs of tourism reach virtually everyone in the region in one way or the other. Tourism businesses are extensively interdependent on various sectors and also involve economic costs, including the direct costs incurred by the tourism businesses, government costs for infrastructure to better serve tourists, as well as congestion and related costs borne by individuals in the community. The impacts of tourism include creation of jobs in all the sectors that have forward and backward linkages with the tourism industry. Economic impact analyses provide tangible estimates of these economic interdependencies and a better understanding of the role and importance of

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domestic tourists in India) who has the potential to swarm the various temples and pilgrim centres in the state in large numbers. Special integrated development plans have to be prepared for pilgrim centres, which would take care of all the public-utility related problems like supply of clean water, toilet facilities, garbage disposal, etc. to ensure regulated growth of the townships as the hub of religion based tourism. Apart from this, there exists ample scope to improve in the area of "Package Tourism", as through out India the share of Package Tourism is very insignificant in comparison to the total volume of tourism (both in terms of tourist flow and expenditures incurred) in this country. At present, the share of Package tourism is only 1.7 percent out of the total trips made by the tourists in India, and interestingly the share of R&P tourism is the highest in the package tours. Therefore, to capture this under-exploited field of tourism service both the government and private sectors need come forward to give the tourism industry a boost in the state. "Same Day Tourism" (where tourists do not spend the night outside home) is another area that can be developed as a part of the Package tourism to exploit the opportunities of domestic tourism. The distance of the districts like Hooghly and Bardhaman from Kolkata is less than 100 Kms, and day trips can be easily arranged for the tourists to pay a visit to the famous religious places in those districts.

Attracting foreign tourists is also very important as this is one of the major sources of foreign exchange earnings. If the present trend of negligence towards tourism continues, West Bengal will loose a considerable number of religious tourists to the other states of India that already have the basic infrastructure to support the flow of tourists at the religious places, and eventually the state would loose the revenue that gets generated from the economic activities of the tourists at a particular place. Special emphasis should be given to promote religious tourism for which the state has a vast potential.

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## RIDING THE RETAIL WAVE

Rupali Kumar\* & Preety Wadhwa\*\*

As the corporates – the Piramals, the Tatas, the Rahejas, ITC, S.Kumar's, RPG Enterprises, and mega retailers- Crosswords, Shopper's Stop, and Pantaloons race to revolutionize the retailing sector, retail as an industry in India is coming alive. Modernization of the Indian retail sector will be reflected in rapid growth in sales of supermarkets, departmental stores and hypermarkets. Sales from these large-format stores are to expand at growth rates ranging from 24% to 49% per year during 2003-2008, according to a latest report by Euromonitor International, a leading provider of global consumer-market intelligence. For the retail sector to achieve further growth, the spread of organised retailing has to become a national phenomenon. Although many international retailers and brands still regard India as too difficult, they would welcome the opportunity to create an appropriate joint venture, if they felt India was changing. The growth of the organised retail industry in the country will mean thousands of new jobs, increasing income levels and living standards, better products, and services, a better shopping experience, and more social activities. This paper focuses on the increasingly important topic of customer relationship management (CRM). Reasons as to why it is hard for traditional bricks-and-mortar retailers to employ are discussed, as is the great potential for CRM in retail sectors. Survey data leads us to conclude that a CRM strategy should be designed to improve customers' store experiences.

*"Swim upstream. Go the other way. Ignore the conventional wisdom. If everybody is doing it one way, there's a good chance you can find your niche by going exactly in the opposite direction."* - Sam Walton (1918 – 1992)

It's no secret. Retail profitability is connected to customer insight. Years ago, the best retailers were those that could generate pedestrian traffic and had well merchandised stores offering fresh displays and good service. Firmly entrenched in the "Relationship Age," today's leading retailers are leveraging their rich customer bases to build profitable relationships with valuable customers by focusing their merchandising, marketing and customer service offerings into "one face" to the customer to build interactive relationships that create strong switching costs. This directive lies at the heart of sustainable competitive advantage in the modern retail industry.

Today, the "store" is wherever the customer wants to shop, thus the customer defines what the "store" is. This doesn't negate the need for strategic store locations and well-stocked, carefully chosen merchandise. But many competitors can match this offering with just-as-good merchandise in just-as-nice stores. The traditional response: To compete through round after round of sales and price reductions. But the current customer-driven economy requires revolutionary methods of differentiating a retail business in a crowded market place. The retailer must go beyond the bricks and mortar "store" and build business by getting,

keeping and growing the best customers and, in the process, turn those customers away from competitors.

According to most retailers, achieving these goals has become standard operating procedure. However, to truly break out of the commoditization trap that drives down pricing (and margins), a retailer must be able to address the following questions:

- ❖ Who are your Most Valuable Customers (MVCs)?
- ❖ What do they need?
- ❖ What motivates them to purchase?
- ❖ Beyond a transaction, how can you interact with your MVCs in a relevant and profitable manner?
- ❖ How can you customize aspects of your business to meet customers' needs and drive impact?

Customer-based strategies are the key to competitive differentiation in the commoditized retail industry. Customer insight can be used to guide merchandising decisions, determine a technology investment and drive brand relevance

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- Use of Effective Campaign Management Techniques.
- Managing the relationship with the customers.
- Increasing the brands share of usage within a household.

### To become a strong brand...

*Retailers first become Consumer Centric with customers in mind, heart & soul as explained below in the figure:*

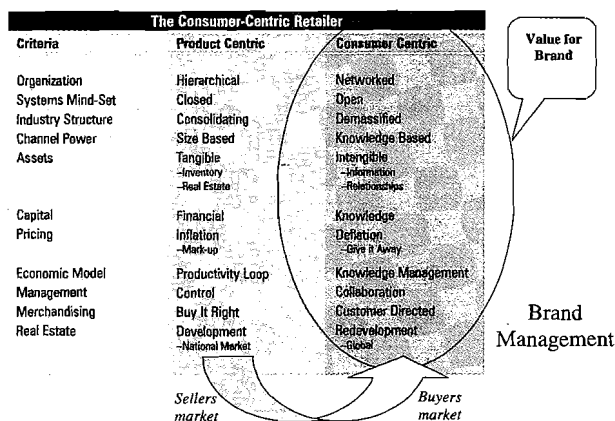


Figure: source: Fairhurst, P. (2000) e-CRM, The Journal of Database Marketing, Vol. 8, 2, pp 137-142.

- Optimize the media mix across channels for maximizing the performance.
- Retailers have to determine the appropriate share of each media in Campaigns.
  - Reaching right Target segment.
  - Less cost.
  - Less time.
  - More clear message.

Therefore, Retailers have to develop a complete portfolio of alliances to support Marketing Strategies & promotions..

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## RENAMING THE COMPANY: "THE NAME GAME" (A CASE STUDY OF A BASMATI RICE GIANT)



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This is a case study relating to Satnam Overseas Ltd. which has changed its name to Kohinoor Foods Ltd. This was a strategic move on the part of the company to give it a identity that its core competency is process foods and therefore to be identified as a food company. The brand name of the corporate definitely makes a difference in the minds of the consumer and the consumer clinics has also confirmed this decision of Satnam Overseas Ltd. as the right strategic move. Brought about the area of International Business. The case study will be of immense help to the students pursuing postgraduation in Management.

### KOHINOOR FOODS LTD (FORMERLY KNOWN AS SATNAM OVERSEAS LTD)

Kohinoor Foods Ltd is among the top companies which successfully came in the market with a Branded commodity, "Basmati Rice" and generated a new category in early 90s. It altogether has given a new edge, a new vision to this commodity Rice that Basmati Rice can also be sold under a "Brand Name". Being a commodity, it is very difficult to differentiate the product on parameters like quality, distribution etc from the other competitors' product. But with all the odd, Company has very well managed to establish a brand, named as, "Kohinoor Basmati Rice" in the consumer's minds.

### ABOUT THE PROMOTERS:

In 1976, Sri Tirath Ram Arora (a businessman from Bhikiwind in Amritsar) started a firm with his three

sons Jugal Kishore, Satnam & Gurnam. After 13yrs, The company was registered as a Private Limited Company. In the year 1992, The company became a Public Limited Company. Today, the Chairman Sri Jugal Kishore Arora heads a Rs 540 crore company, with his two younger brothers leading as Joint Managing Directors of this renowned organization.

Kohinoor Foods Limited (formerly Satnam Overseas Limited). emerging as not only India's but the world's leading company in processed foods industry. The company has a global footprint in the form of two subsidiaries in U.S and U.K. The company has its own manufacturing plant in Felixstowe (U.K) and Dubai besides having manufacturing operations in India. However, the U.S operation is the distribution arm of the company having two warehouses in New Jersey & Houston.

#### Vision of the Company

"At Satnam Overseas, we are driven by the quest for business excellence centered around an unflinching commitment to quality at every step that makes us stand out as one of India's emerging modern food companies."

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# LEADERSHIP : SOME SUCCESSFUL INDIAN EXPERIENCES

Vipra Kapoor\*

The paper presents an understanding of leadership- power, control and value. It deals with management of power, its use and abuse. Some examples cover biographical material, ideas and activities of Aditya Vikram Birla, Sabeer Bhatia and Osama Bin Laden on use and abuse of power.

To this, an example covering important characteristic Lord Krishna from Mahabharata has been added which provides an insightful experience of the value addition to leadership.

## INTRODUCTION

The topic of leadership has always held a strong fascination for man and woman and has been an elusive subject for researchers. Management literature abounds with prescription on how to be a good leader. Directing others for the purpose of accomplishing a task is necessary as certain tasks cannot be accomplished without the assistance of others. Because of the interest taken by laymen as well as social and behavioral scientist, it has often been a subject of speculation and investigation.

## LEADERSHIP & POWER

Power is the first attribute of leadership. Leadership without power has no relevance<sup>1</sup>.

A leader is a person who has an unusual degree of power to create the conditions under which others must live & move and have their conditions that can either be as illuminating as heaven or as shadowy as hell....(Carl Jung)<sup>2</sup>

Therefore, a leader has the power to control the thoughts and actions of individuals while directing them in a manner that they believe is right. However, to be successful and effective, leaders must acknowledge and manage the dark forces within themselves<sup>3</sup>.

Example → Jesus Christ, Mahatma Gandhi, each one of them was an acknowledged leader showing extraordinary power over the minds and heart of

people. These leaders controlled the forces within themselves in order to win the hearts of people.

Unfortunately, both concepts of power & control have collected the negative meanings with the passage of time.

## POWER IS POSITIVE

Power is energy. The energy to move, to do or to activate. Energy cannot be bad. It can be misused and mishandled but it cannot be bad in itself.

For instance Osama Bin Laden is an example of a person misusing power for destructive purposes. He has channelised the energies of millions of people in the wrong directions. Had he used it for constructive purposes like Mahatma Gandhi he would have been acknowledged as a leader. Therefore the power that comes from a leader can be used for evil as well as for good. Power is the foundation for influential attempts. Power comes from a variety of sources. The most popular power classification system identifies, five power bases. ....(French & Raven 1956)<sup>4</sup>

1. **Legitimate Power** - resides in the positions, not the persons, example - Police Officers, Supervisors have the right to control our behavior within certain limits.
2. **Reward Power** – depends on being able to deliver some thing of value to others whether tangible or intangible.

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how much to give away. Finally, leaders must recognize the danger posed by possessing too much power while making sure that having too little does not corrupt followers. Some writers and consultants assume that groups will prosper if they develop a set of lofty, mutually shared values. Values although critical, have to be translated into action. Further the greatest struggle comes from choosing between two good values. To use values as a moral compass to keep one from losing the way.

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