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Invite for paper submission
for October - December 2017 issue

The next issue of the Journal SURYA-THE ENERGY October - December 2017 invites papers that explore the key approaches from Human Resource, Marketing and Finance Management.

The length of the Research paper / Case Study / article should be between 3000 and 3500 words. It is absolutely necessary to provide the required references in the body of the text, so that the readers are informed about the sources of the data, information, views or opinions. Further, the author is solely responsible for the accuracy of all the figures, quotations and references. Please follow APA style of referencing.

Submit your papers to:

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From the Desk of Chairman, Editorial Board...

Like previous issues, this issue of Synergy - A Quarterly Management Journal for the quarter July - September 2017 also contains an array of interesting articles A study of factors influencing on prescription of probiotics among doctors and to estimate the market potential of probiotics in Pune City., A Study of Growth of Mutual Fund Industry in India, A Study of Job Satisfaction of Employees, Expectation of MBA Graduates towards Placement Agencies, A study on Ethical Leadership and Sustainable Enterprise, Glass Ceiling in Perspective of Indian Organizations, A Study of Data Mining and Techniques, Challenge before organization in the era of Globalization in Knowledge Transfer with reference to cross-cultural issues, A Comprehensive study on Internet Shopping in India & Contract Labour System: Boon or Bane in Organization to name a few

The Editorial Board takes the opportunity to thank all the contributors for whole heartedly extending their support through research papers and Book Review, consequently in bringing out this July - September 2017 Issue.

The content and standing in all the published articles are exclusive views and personal opinions of the respective authors and they do not necessarily reflect the official views and opinions of the Editorial Board of the Institute. We hope this Issue would definitely bring innovative value addition in your existing knowledge.

Happy Reading!!

Prof. (Dr.) Sanjay B. Chordiya
Founder President & Dean Academics
Email : dean@suryadatta.edu.in

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Quality Policy

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SURYADATTA

A study of factors influencing on prescription of probiotics among doctors and to estimate the market potential of probiotics in Pune City.

Shekhar Chavan

Abstract:

There are various factors involved in prescribing the Probiotic product by the doctors in Pune City. Some of they are name of the company, Brand of the product, affordability to the patient, free samples provided to the doctors, visits of the medical representatives etc. were the ancillary things but the main things that doctors considers was the attributes of the product when they prescribe any Probitic product. This was messure by observing the impact of the product on the paitent and on his or her health, even though the product was used as food supplement of any other purpose.

Key words: Probiotic, Attribute, microbial balance.

Review of Literature:

Probiotics are the microbial foodstuff supplements constructively affecting the multitude which helps to improve the microbial balance (Fuller, 1991and Austin et al., 1995).

quite a few researchers have tale about advantageous role played by use of probiotics in mankind (Chan et al., 1985; Brigidi et al., 2000 & 2001), aquaculture (Douillet and Langdon, 1994 and Gildberg et al., 1997) and insects (Dillon and Dillon, 2004).Therefore, products enclosed with probiotic bacteria are gaining recognition, increasing the significance of their precise speciation (Yeung et al, 2002). likewise, in mulberry silkworm (Bombyx mori) presence of diverse types of   bacteria in the destroy by fire have been reported (Roy et al, 2000 and Kodama,2001).

Most of the species belonging to class Streptococcus are found to be pathogenic to Bombyx mori larvae while bacteria from Genus Pediococccus, Leuconostoc and Lactobacillus didn't produce any infected silkworm.

The precise mechanism of beneficial effect on host or interaction among the different bacterial strains present as micro-flora is not known (Steinhaus, 1949 and Kodama, 2001).

Prof. Shekhar Chavan
**Assistant Professor,
Rajgad Institute of Management
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A study of factors influencing on prescription of probiotics among doctors and to estimate the market potential of probiotics in Pune City.

Introduction (Globle and National Level scenario of Probiotics):

What are probiotics?
Etymologically, the term Probiotic stands for pro ("for") and the Greek adjective bios ("life"). According to FAO/WHO: Probiotics are "Live microorganisms which when administered in adequate amounts confer a health benefit on the host".

The term probiotic is at this time used to name ingested microorganisms associated with valuable effects to humans and animals.
Probiotics Market by Ingredient (Bacteria, Yeast), Application (Food & Beverages, Dietary Supplements, Animal Feed), Function (Regular, Preventative Healthcare, Therapeutic) - Global Opportunity Analysis and Industry Forecast, 2014-2022.

Top Factors Impacting the World Probiotics Market:

Growing health concerns: At present, majority of people suffer from obesity problems, digestive problems, gastrointestinal infections, vaginal infection, and others. With this aspect in consideration, players operating in this market are in the process of developing probiotic products that help them to cure such types of diseases. The effect of growing health concern is moderate in the probiotics market, and its impact is expected to increase in the near future.

Low awareness among consumers: at present, the awareness of probiotics products among customers is low, but quite a lot of publications, purposeful food fact sheets, and conferences by International Food Information Council are likely to create awareness regarding their benefits.

Increasing investment on R&D: Considerable increase in health concerns largely supplements the market growth in developing countries such as India and China. Nowadays, companies have established their own R&D centers to cater to the needs of the industry and thus remain competitive in the market. In the future, huge investment in R&D activities is anticipated to improve quality of the probiotic products.

Use of Probiotics: The Probiotic products are used as food supplements, in Food and Beverage for humans as well as animals, in agriculture, aqua culture, biotechnology and pharmaceutical development.

Global Probiotic market is growing at a CAGR of 6.53%. Based on concrete market fundamentals, it has been anticipated that, sectors like Nutraceuticals, Health based products, and Beverages will experience tremendous growth in future driven by increase in health consciousness and awareness among people.

A study of factors influencing on prescription of probiotics among doctors and to estimate the market potential of probiotics in Pune City.

Indian Companies:

- Unique Biotech Ltd.
- Allianz Biosciencevt P. Ltd.
- Biochem India Ltd.
- Kaypeeyes Biotec Pvt. Ltd.
- Santi India Inc.
- SKS Bioproducts
- Unique Bio
- Zenith Nuritions
- Bio India Biological Corporation
- Meteoric Exim Pvt. Ltd.
- Allianz Biosciences Pvt. Ltd.
- Radar Biotech Private Limited.

Technavio's Top 14 Probiotics Companies

- Biofodan
- BioGaia
- Daflorn
- Danisco
- Danone
- Deerland
- Nestle
- Probi
- Yakult
- Lallemand
- Enzymes
- Chr. Hansen
- Winclove Probiotics
- BioCare Corporation
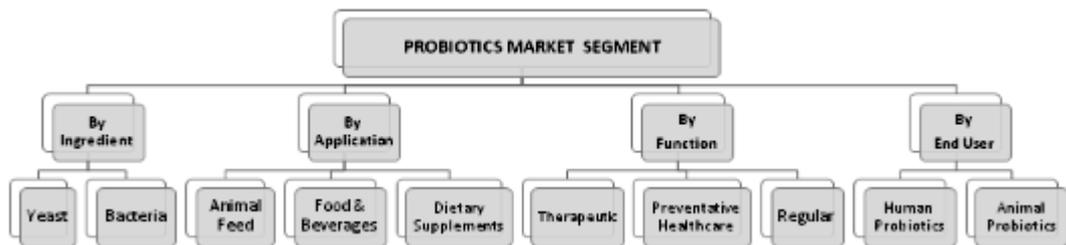
Research Methodology:

The research was essentially a study to understand the factors influencing prescription of probiotics among doctors. This study is also aims to estimate the market potential of probiotics in Pune City.

The present research includes 125 doctors together with Paediatrics, Gastroenterologist, Gynaecologist and General Physician who are practicing in Pune City as sample for the study. The method adopted for data collection was survey method and research instrument was a simple and unambiguous questionnaire. The questionnaires prepared which consisted closed-ended questions. The simple random sampling method is used to collect the data. The sample was selected as per the convenience of the researcher and availability of the doctors.

The data was collected to found out who are the major competitors present in the market, their brand name, packaging and pricing policy and content as well. Who are their promoters, sellers and dealers? The data also explains the prescription pattern of the doctors, factors influencing the choice of doctors to prescribe the product and find out the current status of various companies into the mind of the doctors.

A survey was conducted across Pune City city, data analysis was carried out and observations were made which drive us to conclusion, written bellow.

Objectives of the Study:

1. To understand the characteristic

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A study of factors influencing on prescription of probiotics among doctors and to estimate the market potential of probiotics in Pune City.

of probiotics and its role in management of nutrition.

2. To study the factors influencing prescription of probiotics amongst Physician, Paediatric, Gynec, Gastro and GP.

Hypothesis:

H_0: There is no significance relationship between the prescription of doctors and the brand of the probiotics.

H_1: There is significance relationship between the prescription of doctors and the brand of the probiotics.

Scope of the Study:

1. Subject Scope: The study sought to investigate the factors influencing on the Probiotics.
2. Geographical Scope: The study was carried out in Pune City only.

Significance of Study:

1. In the coming years, the Indian Food and Beverage industry can benefit from the India has second largest population in world and rising domestic demand is a major growth driver of Probiotics.
2. India's mass organised grocery retail sector is developing, and there is scope for considerable expansion across all formats and all regions for probiotics.
3. India' abundance of natural agriculture resources makes the market attractive to investors from all the Food sub sectors in the country probitics also included in it as food supplement.

The Food and Beverage industry is in best spirits now and is looking forward to a stupendous growth in the coming years. The global Food and Beverage Industry grew at a CAGR of around 9.6%.

Need of the Study

With the increasing growth of heath care sector and health consciousness in Pune City, there is increase in the demand for probiotic products either directly as food supplements or used as a component in nutritional food and drinks.

The use of probiotics is the most natural, safe and effective approach to restore the balance of the intestinal ecosystem. They have an essential role in maintaining a strong immune and digestive system and can be consumed as supplements or as an aid in the treatment of various health conditions caused due to reduction of the 'good bacteria'.

Mechanism of Action:
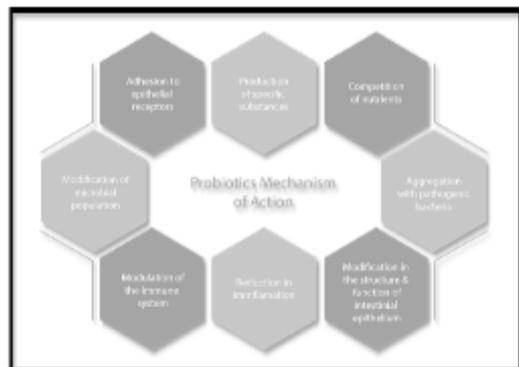
Mechanism of Action of Probiotic:

- Inhibition of adhesion of pathogens.

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- Production of antimicrobial compounds like acids, hydrogen peroxide and bacteriocin.
- Modulation of the Immune System.
- Reduction in Inflammation.

Health Benefits:
- Support digestive health.
- Help regulate gut motility.
- Help maintain the intestinal flora.
- Help promote intestinal lactose digestion.
- Help increase absorption of vitamins and minerals.
- Help support a healthy immune system.
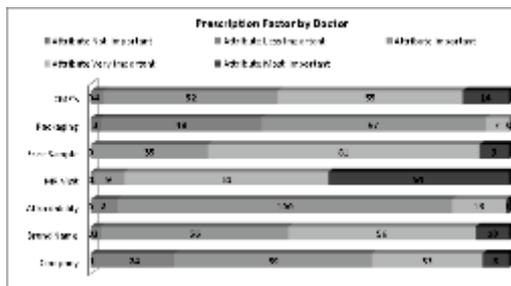
*Level of effect of different parameter in selection of particular product*

and 67% doctors prescribe multiple strain probiotic. 55% doctors use capsule form of probiotic, 28% doctors use powder form of pobiotic and 17% doctors use liquid form of probotic. Majority of doctors prescribe probiotics with antibiotics. Researcher observed that while prescribing the Probiotics doctors considers the attributes of the product plays major role along with the affordability to the customers or patients.

Most of the doctors prescribe the Probiotics based on Medical Representatives visit but the major focus is on the attributes of the product.

Only free sample does not play a vital role in prescribing the Probiotics product along with free sample attributes in the products has greater weight. Pakaging of the product, name of the company and brand name plays significant role while prescribing the Probiotic product by the doctors in Pune City.

Results and discussion:

In Pune, most of the pharmaceuticals sells the Probiotices which comes around 96 percentage as per the present research where as majority of the doctors prescribed Probiotics the percentage measures about 98%. While considering the sale by prescription is around 92% and 8% by way of other methods. Medical Representatives plays the major role in prescribing the particular brand of Probiotics. 33% doctors prefer prescribing single strain probiotic

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- http://www.probioticindia.com/

A Study of Growth of Mutual Fund Industry in India

Dr. Harshal Salunkhe

SURYADATTA

Abstract

Now day's mutual fund industry is one of the growing industry in India. Equity mutual funds registered an inflow of over Rs 20,000 crore in November, 2017 by strong participation from retail investors. In this paper researcher study has about growth of mutual fund industry in India & reasons behind the growth of mutual fund industry in India. The study is based on secondary data. In this paper researcher has focus on last one year data (from Oct, 2016 to Sep, 2017) of mutual fund. The major reasons of growth of mutual fund industry in India are demonetization, GST implementation, link the pan card & adhar card with bank account & awareness of capital market growth among peoples in India.

Keywords- Mutual fund, Growth, Demonetization, GST & Awareness.

Introduction

The mutual fund means pool money from the investing public and uses that money to buy other securities, usually stocks and bonds . The first mutual fund started in the Netherlands in 1822 by King William in through closed-end investment companies. The Boston Personal Property Trust, formed in 1893, was the first closed ended mutual fund in the U.S. The creation of the Alexander Fund in Philadelphia in 1907 was a significant step in the development toward what we know as the modern mutual fund. The Alexander Fund featured semi-annual issues and permitted investors to make withdrawals on demand.

.

The mutual fund industry in India started in 1963 with the formation of Unit Trust of India, at the initiative of the Government of India and Reserve Bank of India. Indian mutual fund industry divided in four phases. The first phase (1964-1987), the first scheme launched by UTI was Unit Scheme 1964. At the end of 1988 UTI had Rs. 6,700 crores of assets under management. The second stage (1987-1993), 1987 marked the entry of non-UTI, public

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sector mutual funds set up by public sector banks and Life Insurance Corporation of India (LIC) and General Insurance Corporation of India (GIC). The third stage (1993-2003), the entry of private sector funds in 1993, a new era started in the Indian mutual fund industry, giving the Indian investors a wider choice of fund families. The 1993 SEBI (Mutual Fund) Regulations were substituted by a more inclusive and revised Mutual Fund Regulations in 1996. The fourth stage (Feb, 2003) In February 2003, following the repeal of the Unit Trust of India Act 1963 UTI was bifurcated into two separate entities. One is the precise undertaking of the Unit Trust of India with assets under management of Rs. 29,835 crores as at the end of January 2003. The second is the UTI Mutual Fund, sponsored by SBI, PNB, BOB and LIC. It is registered with SEBI and functions under the Mutual Fund Regulations.

Basically mutual fund classified as per operational nature open ended & closed ended. As per investment based classifications are Equity Fund, Balanced Fund, Debt Fund, Gilt Fund, Index Fund & Tax saving schemes etc. The Investor can purchase the mutual fund in for of systematic investment plan i.e. SIP. The minimum amount of investment is Rs.500/- & it's multiple. Also purchased directly inform lump sum minimum amount of investment is Rs.5000/- & its multiples. The objective of research paper is to study growth mutual fund industry in India & study reasons behind the growth of mutual fund industry in India. In this paper researcher has study one year data of mutual fund from Oct, 2016 to Nov, 2017.

Review of Literature

As per author, from 2003 Indian capital market going upward direction, the mutual fund industry is also growing very well. While the growth in terms of the AUM was subdued over the period from 2009 - 2013, it has gained unparalleled momentum over the four year period until March 2013. Over this latter period of four years, the assets under management have grown from Rs 417,300 crores to as high as 816,657 crores as at the end of March 2013.

As per report, the Indian mutual fund industry has registered a six-fold increase in AUM over the last 10 years; it is yet to emerge as the preferred investment choice for retail investors in India.

The author said that, the Indian mutual fund industry has showing relatively slow growth in the period FY 10 - 13 growing at a CAGR of approximately 3.2 per cent. Average (AUM) stood at INR 8,140 billion as of September 2013. However, AUM increased to INR 8,800 billion as of December 2013.

In this study author stated resources mobilization by Indian mutual fund industry concluded that Income schemes , Liquid/MM schemes, Growth schemes showed growth between March 2000 to March 2007. In terms of resources mobilization,

liquid/money market, Growth, ELSS and Income funds emerged as the most popular schemes among investors and these three accounted for more than 70 per cent of the resources. Among different sectors operating in mutual fund industry, private sector mutual funds were the most important players in the industry.

The author conducted a survey to get an insight into mutual fund operations of private institutions with special reference to Kothari Pioneer. He start that the awareness about mutual fund as an investment option was poor in small cities. Open –ended schemes were preferred by investors and age and income played a vital role in selecting the fund schemes. Also brand image and return were the prime considerations for the mutual fund investors.

Objectives of the Study

The core objective of the study is to comparative study of mutual fund in India. The additional objectives are as follows:
1. To study growth mutual fund industry in India from Oct, 2016 to Sep, 2017
2. To study reasons behind the growth of mutual fund industry in India.

Research Methodology

The study is analytical and descriptive. It is based on secondary data which were collected from Books, journals, reports and websites. The data related to the last year's i.e.Oct, 2016 to Spe, 2017. The data were tabulated and analyzed for drawing conclusions.

Growth of Mutual Fund Industry in India

As per Association of Mutual Funds in India (Amfi), the total inflow into such funds to over Rs 1.16 lakh crore in the first eight months of the ongoing financial year. According to Amfi data, equity funds, which also include equity-linked saving schemes (ELSS), saw net inflows of Rs 20,308 crore in November, compared to Rs 16,002 crore in the preceding month. It stood at Rs 18,936 crore in September. The strong inflow has pushed the asset base of equity mutual funds to Rs 7.33 lakh crore at the end of November, from Rs 7.08 lakh crore in the month before.

There are 62049189 account holders in mutual fund industry in Spe, 2017, of which 99.4% is accounted for by individual investor. The 58,480,902 retail investor accounts, 3,182,226 HNI accounts and 386,061 Institutional investor accounts. The 81% of the investor accounts are in equity oriented schemes.16% of the accounts are in debt-oriented schemes. Liquid and money market funds account for 1.6% of accounts.

A Study of Growth of Mutual Fund Industry in India

Fig. No. 1 Increase in Investor Accounts
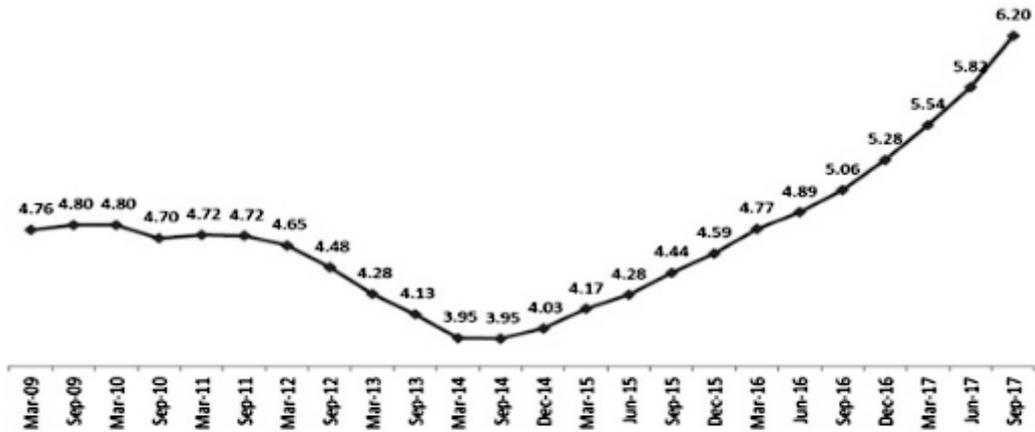
Since September 2014, there is an increase in investor accounts from 3.95 cr to 6.20 cr in September 2017

Fig. No. 2 Individual-Investor Assets Composition
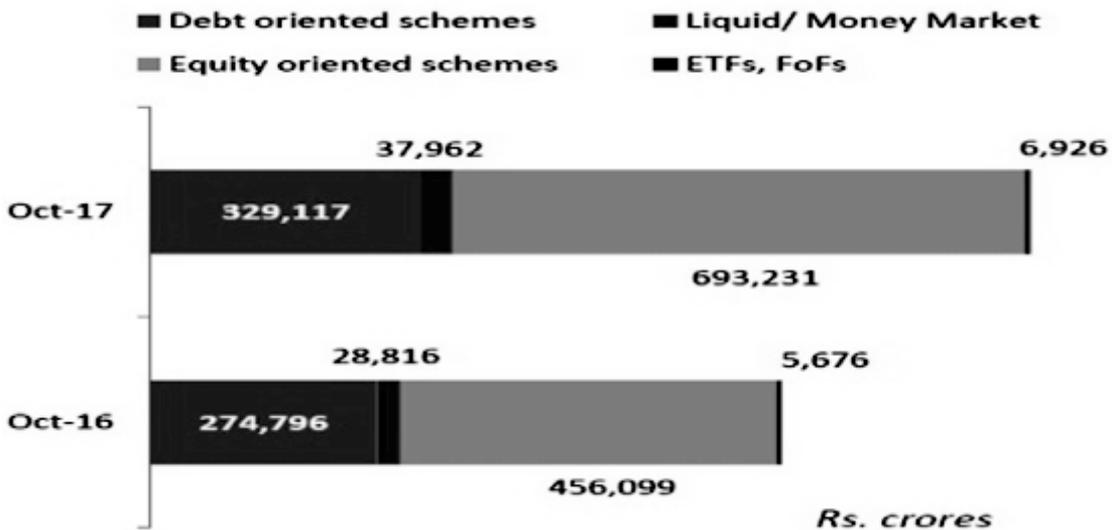
Source- www.amfiindia.com/research-information/
Individual investors held Rs.10.67 Lakh crore in mutual fund Oct, 2017an increase of 39.4% over Oct, 2016

Fig. No. 3 Total Asset in Mutual Fund (Rs. In Trillion)
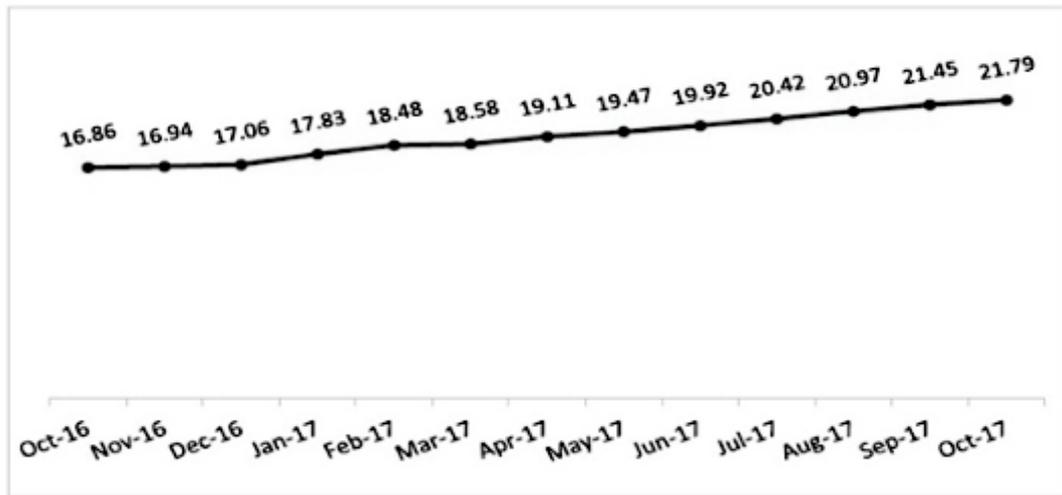
Source – *www.amfiindia.com/research-information/*

Assets managed by the Indian mutual fund industry have grown from Rs. 16.86 trillion in October 2016 to Rs. 21.79 trillion in October 2017. That represents a 30% growth in assets over October 2016.

Fig No. 4 Investor wise rate of growth in investor accounts
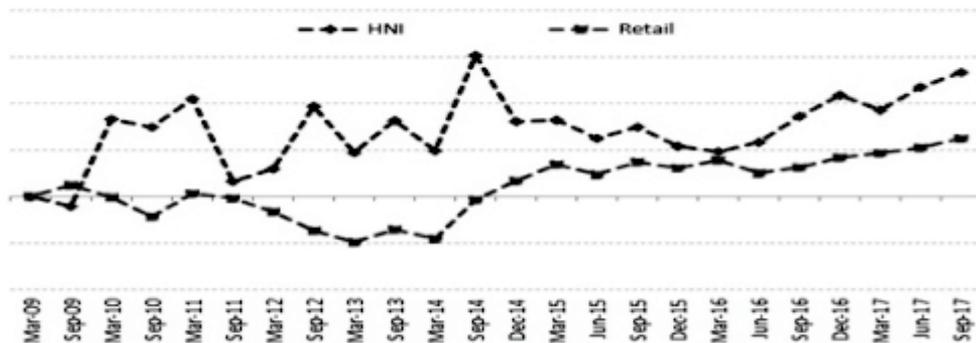
Source – www.amfiindia.com/research-information/
Retail investor accounts have shown a positive rate of growth since September 2014. HNI accounts have shown positive growth to peak at 15% in Sep 2014 and moderate to 13% in September 2017.

The reasons behinds for growth mutual fund industry are demonetization, GST implementation, link the pan card & adhar card with bank account & awareness of capital market growth among peoples in India.

The Government of India took decision of demonetization on 8 Nov, 2016 after this decision people can't hide their income in form of black money. Due to this government policy investor are searching legal way to increase their income with low risk and mutual fund is one of best way to invest the money with minimum risk. The Government of India also took another decision Goods & Service Tax implementation in India, its big reform in tax system in India. This new tax system encourage to business to pay tax fairly, due to this policy business houses can't hide their income. The business man also moves towards to invest their money in legal & safe investment avenue.

Another bold decision of Government of India is link pan card & adhar card with bank account of individual person. Due to this decision people show their income to government, this rules also leads to people move towards mutual fund investment. Awareness of mutual fund in India also increases from last few years. This reason behind this awareness is financial literacy & rules of regulation of SEBI on mutual fund investment. The people are motivated to investment their money towards mutual fund.

Conclusion

From last year's investment in mutual fund is increased tremendously. People in India move toward mutual fund an investment avenue from last year. The 30% growth in assets over mutual fund in October 2016. Individual investors held Rs.10.67 Lakh crore in mutual fund Oct, 2017an increase of 39.4% over Oct, 2016. The strong inflow has pressed the asset base of equity mutual funds to Rs 7.33 lakh crore at the end of November, from Rs 7.08 lakh crore in Oct, 2017. Due to demonetization, GST implementation, link the pan card & adhar card with bank account & awareness of capital market growth among peoples in India, mutual fund industry grow day by day. The future of mutual fund industry is very bright in India. Next ten years investment in mutual fund will double.

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SURYADATTA

A Study of Job Satisfaction of Employees

Deepali D. Gore

Abstract:

Human resource is considered the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance, which ultimately decides, and attainment of goals. However, the employee's job satisfaction is to a large extent, influenced by motivation and job. The term relates to the total relationship between an individual and the employer for which he is paid.

This survey can be treated as the most effective and efficient way, which makes the workers to express their inner and real feelings undoubtedly.

Keywords: Employee Performance, job satisfaction.

Introduction:

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmers, policies etc. Secondly, it is a diagnostic instrument for knowing employees problems, effecting changes and correcting with least resistance. Thirdly, it 119 strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what

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employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization. 14 If we can improve job satisfaction and morale, we can improve job performance as well. Soon the management set about to take advantage of this newly found insight and they took action on two fronts. First, they initiated attempts to measure the state of employee-feeling in order to know where to concentrate their efforts in improving employee- satisfaction. Secondly, they set about to train their managers, especially first-level supervisors, to pay attention to the attitudes and feelings of their subordinates so that performance could thereby be improved.15 The topic of job satisfaction at work is getting wider attention at this time. Job satisfaction is the satisfaction one feels while doing the job. Job satisfaction is one of the important factors, which affect not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. Job satisfaction is the result of employee perception of how well the job provides those things that are viewed important. For the success of any organization, job satisfaction has vital importance. The employees who are satisfied are the biggest assets to an organization whereas the dissatisfied employees are the biggest liabilities. In fact no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs.

Scope of the Study:

It is helpful to identify the employee's level of satisfaction towards the current jobs. The study is helpful to identifying area of dissatisfaction of employees towards their job. This study helps to make a managerial decision regarding policies related with increasing job satisfaction.

Review of Literature :

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis et al.,1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the

achievement of other goals that lead to a feeling of fulfillment. (Kaliski, 2007).

Objective of the Study:

- To identity the factors which influence the job satisfaction of employees.
- To know the employees satisfaction towards their job.
- To offer valuable suggestions to improve the job satisfactions.
- To evaluate the working environment in the organization

Research Methodology:

Research Design
A research is considered as the framework or plan for study that guides bas well as helps the data collection and analysis of data. The research design may be exploratory, descriptive and experimental for the presents study. The descriptive research design is adopted for this project.

Research Approach
The research worker contact the respondent personally with well-prepared sequentially arranged questions. The questionnaire is prepared on the basis of objectives of the study. Direct contact is used for survey, i.e., contacting employees directly in order to collect data.

Sampling: simple random sampling
Sampling size: 30

Data Analysis & Interpretation :

1)How is the Working environment in the organization?

Sr.No	Particulars	respondents	Percentage(%)
1	highly satisfied	18	60
2	Satisfied	8	27
3	Dissatisfied	3	10
4	highly dissatisfied	1	3
	TOTAL	**30**	**100**
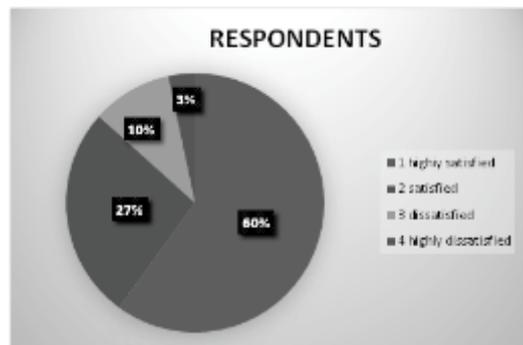
Interpretation:
From this survey, 60% employees are highly satisfied with the job environment, 27% are satisfied, 10% are dissatisfied and 3% are highly dissatisfied.

2)Which of the following facilities are provided by the company and their satisfaction level towards the same?

Sr. No	Particulars	Respondents
1	Transport	0
2	canteen	14
3	Counseling sessions	0
4	Vouchers	16
	TOTAL	**30**
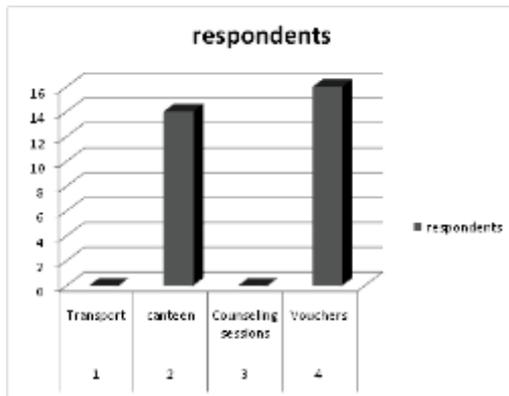
Interpretation:

From the above chart we can find that 53% employee are happy or satisfied with the voucher facility and other 47% employee are happy with the canteen facility

3)Is the salary paid for your work satisfactory?

sr.no	particulars	respondents	Percentage
1	highly satisfied	5	17
2	satisfied	14	47
3	dissatisfied	2	7
4	highly dissatisfied	9	30
	TOTAL	30	100
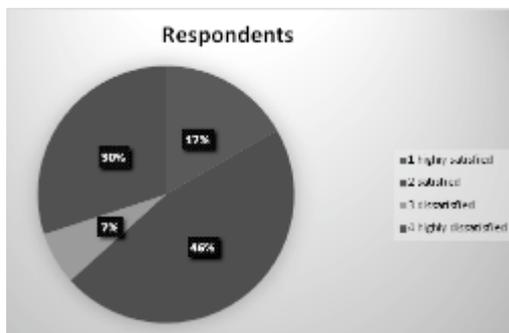
Interpretation:

From this survey, 17% employees are highly satisfied with the salary, 46% are satisfied, 7% are dissatisfied and 30% are highly dissatisfied.

Finding:

1. In the range of mid fifties employees are highly satisfied with the working environment of company.
2. In the range of quarterly employees are highly satisfied and satisfied with the nature of the job.
3. In the range of quarter to above mid employees, are highly satisfied and quarter employees are dissatisfied that superior co-ordination is not good.
4. It was found that around fifty-two percent are satisfied from the work pressure from the management.
5. In between, twelve to fifty six employees are satisfied with the co-workers.
6. After the study quarterly of the employees are satisfied by the consultancy.
7. From the search fourteen to forty percentage of the employees are satisfied with the career development programmed by the Services
8. It was found that high range of employees is satisfied by the motivation stage present in the Services
9. From the study eighteen percent are highly satisfied with the fifty six percent are satisfied with the salary given to them.
10. It was found that sixty six percent of employees are satisfied with the monetary benefit provided by Services

Conclusion:

1. Though the study it is concluded that most of the employees are satisfied with organization working environment. Employees are satisfied in general with the various facilities provided by the organization so that employee attitude is positive towards their job.
2. Employee are satisfied even though there are some factors were need of improvement is necessary need to more awareness in training and performance appraisal policy.

Suggestions:

• After considering various parameters and data analysis I would like to give the following suggestion given has its own fallouts and therefore be implemented with at most care.
• The employees are being provided with training facilities to all grades as per their job requirement.
• There should be should improvement in the working environment so that employees work better and increase productivity.
• The employees should free from the work pressure so that they can concentrate fully on learning.
• The promotion policy in the organization should be transparent so that the employees will work hard to improve themselves.

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SURYADATTA

Expectation of MBA Graduates towards Placement Agencies

Bhushan Pachpole

Abstract

In last few years MBA Students demanding higher profile and higher packages from industries. And vice versa companies also demanding higher profile students for different position along with work experience & additional qualification. Now days the competition is highly increase towards competition for a place and the increasing availability of this type of career. New MBA graduates students required to do his/her studies and improve & enhance their skills, otherwise he/she could out of competition. Both the employers and students have expectation about profiles. Employers want good skills from student's side and vice-versa. The objective is to study the gap between industry expectation and management graduate expectation. Industry wants something which is beneficial for their organizations and students want which will help full for their career.

Key words: higher profile, higher packages, Career

Introduction:

Expectations from Companies are much professional and believe in perfection and students are just pass out or pursuing the Master and Graduate degrees from different management colleges. As a student phase some time they are passive in their works because they have not professional experience and at the same time companies want those candidates who have capabilities to achieve something good. Companies are Result-Oriented. They want to professionalism in new joiners. Companies want to putdown the values in new joiners, because a valuable employee is able to act according to the circumstances, pursue the results, neither postponing the solution of issues nor multiplying bureaucracy.

Expectations from students, they are look forward to students who have the will and capacity to work hard and would like to undergo a transformational learning

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experience to become Gen-next entrepreneurs and leaders, Committed, sincerity, willingness to work hard under stress with clearly set goals and high standards for self, Self-motivated and enthusiastic having a winner's attitude, Do not consider the Institute as a placement agency but as a grooming ground and learning center to pursue knowledge and skills acquisition. Open to change, Adherence to laid down Code of Conduct of the Institute in letter and spirit, High Package expectation at entry level, Flexible working hours

In present year the placement scenario is difference as compared to last year's placements. Across all management institutes and placement agencies witnessed a good season with service sector outnumbering the manufacturing or businesses sector, In 2017 Banking and Financial Service Industry (BFSI) industry recruited large number of students from different colleges. Ecommerce companies also provide good opportunities for students in 2017. Overall job scenario was better for both experienced ones and fresher's with the average salary offered remaining the same like previous year. And from previous years records Expected placement scenario for next year is The Service sector of India is faster growing as compared to the overall GDP CAGR of 6.2%. And Make in India program of Govt. of India help to improve the manufacturing outputs to 25% of GDP by 2025 so these sectors create huge job opportunities in future.

Different role play by different Placement Agency

Generally companies post their requirements on their company web, job portals, in news papers, etc. and most of the job seekers / searchers contact to consultancy firms and placement companies short list candidates behalf of particular companies. And the Placement agencies/ consultancy firms helps the job seekers to find out right jobs.

Placement agencies works for different organizations

Placement consultants have data base of job seekers and they also collect resume from job portals and they maintained their own database as per different criteria. Candidates or MBA graduates or management graduates mostly prefer Placement agencies to find out right jobs. Placement consultant are screened the candidates resume/ profiles at initial level.

Placement agencies works for different candidates

Management graduate students are registered themselves in placement agencies and agencies have different opening. And placement agencies contact to the candidates as per companies requirements. Students can little easily get the opening information's from placement agencies. And all placement agencies try to help the candidates for increase the chances of selection. Placement agencies can provide updates with concern to qualifications, skills, of candidates/ management graduates.

Placement Agencies/ Companies in Pune city.

It is more important for candidates to research about Placement agencies because where the candidates preferring Placement agencies and those agencies will search job for that particular candidates. It is, therefore, important to know the competency of the placement consultant in whose hands you have entrusted your job search. And in simple language the candidate's or management graduates future is in Placement agencies hand. Huge Placement agencies are available in Pune city. Only in Pune city nearly equal to 260 placement consultancy companies.

Initially candidates or management graduates can contact with agencies and understand the process of recruitment, selection, placement whole hiring process.

Some important question in front of Graduate students

• Soft Skills which include some aspects like
• Communication
• Determine the potential of candidates for particular job role.
• Continuously taking follow-up of candidates. Regarding, interview schedules, whole placement process.

Placement companies play mediators role in-betweens students and companies. Because companies want right candidates at right place and placement companies provide matching profiles to the companies.

Companies provide all details like Number of vacancies, job descriptions, qualification, salary, TA, DA etc. As a mediator Consultancy firms can match the two sides determines their success rate at the talents acquisition and allows candidates find the right job

Literature Review

More than 2000 MBA program are in India, and Hired 74% - fresh MBAs, 26% - MBA with 2-3 years' experience. (Skill Gap Survey – 74 BFSI Organizations)

Students from Tier 1 schools in particular, are definitely more prepared, but when you talk about values for the money, and you talk about value per unit of money spent on a particular candidates or the efficiency level per unit of the money spent on a candidates, there is no major difference.

When a new MBA comes in from one of the top institutes, he has bought some level of premium tag…, but that does not mean this candidate will have the most or best practical knowledge.

Knowledge, Skills, & Attitudes

- *"We hire people for attitude and train them for the skills."*

But what is the actual performance

	Expectation	Performance
Attitudes	4.0	2.8
Skills	4.2	3.0
Knowledge	4.4	3.2

General Expectation from Management Students:-

Industry hires people for Attitude and trains them for the skills, what is

Talent (As industry concern): A recurring pattern of thought, feeling or behavior that can be productively applied.

*Generally any employer has following 2 expectations from any management students:*

1. Behavioral Competencies - Personality Traits
2. Functional Competencies – Knowledge Base.

Few Behavioral Competencies:	Functional Competencies:
· Leadership · Planning & Organizing · Developing others · Problem Solving · Communication · Customer Orientation · Influencing · Team Orientation · Result Orientation · Adaptability · Self Development · Innovation · Analytical Thinking · Strategic Thinking	· Selling Skills for Sales · Negotiation Skills for sales & purchase · Changes management Skills for HR People · Expertise in functional domain….like · SCM · HR · Sales & Marketing · IT · Operations

What is expected?
Personality strengths, Intellectual strengths, Communication strengths, Accomplishment, Lessons from failures, Professional strengths, overcoming weaknesses.

PersonalThen what is the Industry Expect?
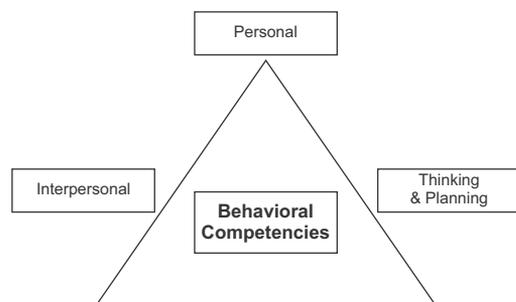
High profile students and students also want good packages, core profile, and good services. And that's I want to share both ways actually three ways one is students expectation, as a potential employer, as a professor. Because the students development and mastery generated by professor in classrooms, and development his career depends on his skills.

This is a perception that many students who are about to go aboard on a placement year are desperately trying to change. With competition fierce to secure a placement with a respected company, it is crucial for the candidate to exceed the expectations of the interviewer immediately.

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https://vinodtbidwaik.-

Objective

The objective is to study the gap between industry expectation and management graduate expectation. Industry wants something which is beneficial for their organizations and students want which will help full for their career. The study is based on secondary data.

Research Methodology:

In the research paper researcher used secondary data. "Expectation of MBA graduates towards Placement Agencies" this is the broad concept and everyone has their own opinion for this topic. I collect secondary data for my research. This paper is fully conceptual basis. Use some professional link, Google to collect

secondary data in literature review.

Sources of Data: - The study is based on secondary data.

Data Analysis

If we compared the placement scenario of Placement agencies or management institute with top B-Schools in India then we saw the huge difference in packages. And it's not only in Maharashtra but in pan India. Excellent students admitted in top B-schools and average students get normal B-schools or Management colleges so the placement scenario and salary packages changes as per B-schools and colleges are changes. And where the packages changes the Placement agencies help the students to get good package and good companies

Top 20 B-school Placements 2017 Trends: Average salary up by 5-10%; Top B-schools grow while middle order stagnates

SPJIMR Mumbai, FMS Delhi, JBIMS Mumbai, MDI Gurgaon, XLRI Jamshedpur have recorded highest average salary in MBA Placement 2017 among the top 20 B-schools Placement 2017 season for the batch 2015-17 in top B-schools has remained spectacular with sharp increase in average and highest salary, whereas the middle order B-schools are trying to retain their position in placement process. Leading MBA colleges namely SPJIMR Mumbai, FMS Delhi, JBIMS Mumbai, MDI Gurgaon, XLRI Jamshedpur have recorded highest

average salary in MBA Placement 2017 among the top 20 B-schools.

Top MBA colleges with high average salary in placements as reflected in top MBA colleges Placement reports, over the years have grown tremendously in India. In fact higher ranking goes in favour of those top MBA colleges and top IIMs with high average salary instead of highest salary. There are many MBA colleges and IIMs with a huge gap between highest and average placement packages in their placement reports.

The MBA placement trends in 2017 have reflected higher than last year average salary and more MBA jobs as well as more international packages.

The demand for MBAs in India has gone up further for consecutive 2nd year. There is no more a dismal picture of global economic slowdown that has been haunting the minds of young MBAs till last year.

Various manufacturing, financial and service sectors in India have begun progressing more than the other ones and accordingly with the spread and improved demand for fresh MBAs, the recruiters in these sectors have become more competitive to offer more jobs to MBAs.

MBA placement 2017 in many B-schools got over in 3 to 7 days with high salary offers and the increased number of recruiters from all sectors. All the sectors have recorded growth in MBA placement 2017 including Banking, Finance, Services & consultancy, Insurance (BFSI); IT/ITES; Operations; manufacturing, consulting among others.

IIM Ahmedabad, Calcutta: High average Placement

It has been reported that IIM Ahmedabad, IIM Calcutta apart from IIM Bangalore and IIM Lucknow have recorded high average placement package in 2017. But despite high average placement IIM Calcutta has recorded Rs. 2 lakh fall in average pay package over last year.

However, since the top IIMs do not publish their fully authentic salary data before IPRS audit, the placement statistics on average and highest salary for Placement 2017 is not available at present. The necessary salary details for domestic and international placement will be shared by these IIMs in the month of September 2017 when their Audit is done.

IIM Ahmedabad: Placement trends

Domestic Placements

At the domestic placement front, IIM Ahmedabad despite remaining low at maximum pay package, the top B-school gained by Rs.1.67 lakhs per annum in average placements-

Salary component	Placement 2016 (Rs.in lakhs)	Placement 2015 (Rs. in lakhs)	Percentage Up/Down in 2016 over last year
Maximum Salary	48.00	53.00	9.43% down
Average salary	22.14	20.47	8.15% Up

International Placement

In International Placements maximum pay package has gone up but average & minimum pay package has gone down.

Salary Component	Placement 2016 (Rs.in crore/lakhs & USD)	Placement 2015 (Rs. in lakhs & USD)	Percentage Up/down in 2016 over last year
Maximum Salary	Rs.1.02 Crore ($153,568)	Rs.73.89 lakhs ($110,284)	38.04% Up
Average salary	Rs. 49.00 lakhs ($73580)	Rs.53.42 lakhs ($79738)	8.27% Down

IIM Calcutta: Placement 2017 Vs 2016

IIM Calcutta has successfully concluded its final placement process for the PGDM batch of 2017 in 3 days. While IIM Calcutta has shared the details of highest domestic and international package, the details about average compensation would be shared in September

Salary Component	Placement 2017 (Rs.in lakhs)	Placement 2016 (Rs.in lakhs)	Percentage Up/Down in 2017 over last year
Maximum Salary	Rs.20 lakhs	Rs.22 lakhs	9% Down

Top B-schools with highest average salary in Placement 2017

Among the IIMs and other top B-schools who have provided their salary data for placement 2017, SPJIMR Mumbai is the front runner with the average salary of Rs. 20.90 lakhs, closely followed by FMS Delhi with Rs.20.60 lakhs; XLRI Jamshedpur with Rs.19.26 lakhs; MDI Gurgaon with Rs.18.89 lakhs and JBIMS Mumbai with Rs.18.76 lakhs.

IIM Indore, IIM Kozhikode, IIM Trichy, IIM Rohtak, IMI New Delhi, IMT Ghaziabad, SIBM Pune, although have achieved substantial increase in their average salary in

placement 2017 but they have remained much behind these top B-schools.

SPJIMR, Mumbai: Average salary Rs.20.90 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.39 lakhs	Rs.37 lakhs	5.40% Up
Average salary	Rs.20.90 lakhs	Rs.19.3 lakhs	8.29% Up

Faculty of Management Studies (FMS), Delhi: Average salary Rs.20.60 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.54 lakhs	Rs.66 lakhs	18.18% Down
Average salary	Rs.20.60 lakhs	Rs.20.50 lakhs	0.49% Up

XLRI Jamshedpur: Average Salary Rs.19.21 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.43 lakhs	Rs.29.00 lakhs	41.37% Up
Average salary	Rs.19.21 lakhs	Rs.18..50 lakhs	3.84% Up

MDI Gurgaon: Average Salary Rs.18.89 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.28.74 lakhs	Rs.32.10 lakhs	10.46% Down
Average salary	Rs.18.89 lakhs	Rs.18.95 lakhs	0.31% Down

JBIMS, Mumbai: Average Salary Rs. 18.76 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.34.30 lakhs	Rs.26 lakhs	31.92% Up
Average salary	Rs.18.76 lakhs	Rs.18.13 lakhs	3.47% Up

IIFT Delhi & Kolkata: Average salary Rs.18.42 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.26 lakhs	Rs.29 lakhs	10.3% Down
Average salary	Rs.18.42 lakhs	Rs.18.01 lakhs	2.27% Up

NMIMS Mumbai : Average salary Rs.17.58 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.34.11 lakhs	Rs.30.00 lakhs	13.7% Up
Average salary	Rs.17.58 lakhs	Rs. 17.09 lakhs	2.87% Up

IIM Kozhikode: Average Salary Rs.17.14 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.37 lakhs	Rs.37 lakhs	No change
Average salary	Rs.17.14 lakhs	Rs.17.10 lakhs	0.23% Up

IIM Indore: Average salary Rs.16.23 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.39 lakhs	Rs.32 lakhs	22% Up
Average salary	Rs.16.23 lakhs	Rs.15.67 lakhs	3.57% Up

Symbiosis Institute of Business Management (SIBM) Pune: Average salary Rs. 15.02 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.24 lakhs	Rs.27.88 lakhs	13.92% down
Average salary	Rs.15.02 lakhs	Rs.14.23 lakhs	5.55% Up

IIM Shillong: Average Salary Rs.14.18 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.24 lakhs	Rs.23.35 lakhs	2.78% Up
Average salary	Rs.14.18 lakhs	Rs.14 lakhs	1.28% Up

IIM Tiruchirappalli: Average salary Rs. 13.30 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.33 lakhs	Rs. 23.81 lakhs	38.60% Up
Average salary	Rs.13.30 lakhs	Rs.13.01 lakhs	2.23% Up

XIM Bhubaneswar: Average Salary Rs.13.18 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs. 21 lakhs	Rs.20 lakhs	5% Up
Average salary	Rs.13.18 lakhs	Rs.12.44 lakhs	5.95% Up

IIM Raipur: Average Salary Rs.13.10 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.27.20 lakhs	Rs.21.50 lakhs	26.51% Up
Average salary	Rs. 13.10 lakhs	Rs. 12.51 lakhs	4.72% Up

International Management Institute (IMI) New Delhi: Average Salary Rs.12.54 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.15.60 lakhs	Rs.29 lakhs	46.20% down
Average salary	Rs.12.54 lakhs	Rs.12.40 lakhs	1.13% Up

IIM Rohtak: Average salary Rs.12.3 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.25.9 lakhs	Rs.18.30 lakhs	42.53% Up
Average salary	Rs.12.3 lakhs	Rs.11.78 lakhs	2.12% Up

IMT Ghaziabad: Average salary Rs.11.26 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.25 lakhs	Rs.21.00 lakhs	19% Up
Average salary	Rs.11.26 lakhs	Rs.10.80 lakhs	4.26% Up

IIM Visakhapatnam: Average Salary Rs.11.59 lakhs

Component	Placement 2017 (1st batch 2015-17)
Highest Salary (Rs.in lakhs)	Rs.14.57 lakhs (Top 11 average salary)
Average salary	Rs.11.59 lakhs

TAPMI Manipal: Average salary Rs.10.05 lakhs

Component	Placement 2017	Placement 2016	Percentage increase
Average salary	Rs.10.05 lakhs	Rs.9.23 lakhs	8.9% Up

K J Somaiya Mumbai: Average salary Rs.9.40 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.24 lakhs	Rs.21.4 lakhs	12.15% Up
Average salary	Rs.9.40 lakhs	Rs.9.40 lakhs	No Change

IFMR Chennai: Average salary Rs.9 lakhs

Component	Placement 2017	Placement 2016	Percentage Up/down
Highest Salary (Rs.in lakhs)	Rs.14 lakhs	Rs.14 lakhs	No Change
Average salary	Rs.9 lakhs	Rs.8.50 lakhs	5.9% Up

Low highest salary but high average salary: A good placement sign

The notable trends in the MBA Placement 2017 are that Many of the top B-schools have recorded reduced highest salary or it has remained near about same as that of last year, but their average pay package have not reduced. On the contrary there is an upward trend in average salary.

Conclusion

"Expectation of MBA graduates towards Placement Agencies" Different placement agencies or consultancy firms or placement departments of colleges help the graduate's students to find out their first job or good job. The firms or the institutes are the bridge between students and their career. It's easy for the students to approach placement agencies as compared to industry and just because of that the students approaches agencies and get job opportunities for start their career.

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SURYADATTA

A study on Ethical Leadership and Sustainable Enterprise

Mitika Mahajan

Abstract

"Real leaders concentrate on doing the right thing, not on doing things right." The study made for Ethical Leadership encourages us to highlight the hidden significance of Ethical Leadership for business improvements in terms of the pace of achieving organizational objectives. By secondary research available, The researcher has concluded that the business can get pace to achieve success if it has ethical leaders in hand. It doesn't mean unethical leaders can't make profit. But, to sustain supreme in the market, require ethics in your business. In other words, any action which is undesirable will not be effective in long-term because there'll be counter action which negates the impact of earlier action. Thus, the need for Ethics in Management is due to Environmental Pressure, Credibility, Morale Consciousness, and legal pressure. This implies that only ethical leaders can make ethical business. Also, if enterprise does some work for development of ethical leaders within the business enterprise then organization can have better ROI and secure maximum market share or reputation. Leaders provide encouragement and support to their followers.

Keywords: Ethical Leadership, Ethics, Moral Values, Sustainability

Introduction

The entire organizational members have the responsibility to achieve the organizational objectives which are consistent with the values of the organization and serve their own as well as society's welfare. However the primary duty and responsibility to ensure high standards in the performance and proper direction is of the organizational leader. Organizational leader plays a vital role in formation of ethical practices in the organization as he is the person who communicates his ideology in terms of the organizational culture. Thus an

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organizational leader must reflect his morals in his behavior as well as the business strategies and policies formulated. It is noted from different surveys that the organizational leaders do not feel hesitation in doing unethical practices for the organizational and personal benefits. It must be noted that the organization should not work for the benefits of its shareholders only, but also for other stakeholders and the society. The society must not be neglected for own motives accomplishments.

Because of fluctuating business environment, every organization should have leadership development strategy as organization's future depends on them. In fact, Organization must be able to identify the talented individual and create culture of leadership within an enterprise. As per rapid changes in 21st century, Leaders must have to acquire new set of skills, creativity, innovativeness and abilities to survive in an unpredictable environment.

The ancient Indian epic Mahabharata highlights very strongly that the king is especially accountable for the well-being and happiness of the subjects and the prosperity of his kingdom. A bad king would destroy the well-being of all people and the kingdom as well. Napolean articulated his emotional state about the significance of leadership when he said that he would rather have an army of rabbits led by a lion than an army of lions led by a rabbit. It is largely recognized and accepted by practitioners and researchers that leadership is important, and research supports the notion that leaders do contribute to key organizational outcomes (Day & Lord, 1988). Campbell (1990) identified leadership as one of the job performance dimensions that attributed to the organizational success. Thus, leadership plays a tremendous role in the organizational growth and has an impact on its success.

Some statistics which will enlighten this truth:

In recent years, one has been exposed to the collapse of Enron, the fall of the Lehman Brothers, as well as the housing market crash; all due, in part, to unethical behavior. Green and Odom (2003) note that the lack of ethical leadership in Enron caused harm to thousands of employees, invoked greater government regulation, and crippled consumer confidence of the financial industry (Thompson, 2010).

The examples of organizations exhibiting unethical behavior has caused businesses to reexamine their strategic direction, helping them learn that ethical leadership is the way which leads to profitability (Moss, 2002). However, as Thornton (2009) notes, "Now in the global marketplace, with fierce competition for business and resources, the scope of problems that can occur in leadership ethics has expanded exponentially".

A rigorous qualitative study completed by Plinio, Young, and Lavery (2010) found that one of the most serious problem facing organizations today is impoverished ethical behavior and nonexistent ethical leadership. Consequently, the authors note that trust in leadership is waning and the situation is worsened by a weak economy. The authors also noted an alarming increase in misconduct by employees at all levels.

Today, ethical characteristics of leader behavior are taken into attention within various leadership styles. For instance, transformational leadership has been described as incorporating an ethical component. Some authors suggest that transformational leaders could behave either ethically or unethically, and these different forms are distinguished as authentic (i.e., ethical) transformational and pseudo- (i.e., unethical) transformational leadership (Barlinget al., 2008; Bass and Steidlmeier, 1999).

Darcy (2010) confirms that the current climate of organizations is skeptical regarding ethics. In a qualitative study completed by the author, it was discovered that sixty-six per cent of people question if ethics within leadership even exists. This is what the author refers to as "a crisis of trust". The conclusion of the study found that the biggest problem in organizations and individuals today is a lack of trust.

Annual fraud survey results conducted by Ernst & Young from November 2011 to February 2012 are shocking. Out of more than 1700 executives, 15% said that they were prepared to make cash payments to win the business. This figure was 9% in the previous year survey. The study also found that 81% of the respondents said their companies had anti-corruption policies in place, but 42% said they had not received training on those policies. These results are not only for some regions. Overall, 39% of the respondents around the world said corruption occurred frequently in their country. Ernst & Young explored the results around the world which shows the need for the change in the philosophy of organizational leaders to attain the business goals putting the moral values aside.

There are unethical practices going on in the organizations are now understood but one even more dreadful survey results show that even whistle blowers are not accepted. According to the 2011 National Business Ethics Survey, 65% of workers reported which is all time high in the past years. From this reported whistle blowers more than 22% said that they have faced some kind of revenge after whistle blowing. Moreover the results show that the pathetic ethical culture companies' share has been noted 42%, compare to 35% - two years ago.

These survey findings expressed that the ethical leadership development is necessary for the ethical business

practices in the organization. This task can be done by the organizational leaders i.e. Executives.

Ethical Leadership

Ethical Leadership, as presented by Pickett (2001), is an incorporation of organizational theory that delivers a contingency model permitting organizations to strategically develop the types of socially responsible consequences that are based on internal climates, environments and decision making processes and abilities.

Based on the Ethical Leadership model, an argument is made for restructuring management and leadership thought. In other words, organizational behaviours are altered to the desired outcomes, based on individual organizational norms and mores. It is in this capacity that each individual organization will "fit" their management and leadership needs to their desired outcomes. Ethical Leadership creates a synergistic combination of managerial and visionary leadership, which serves to enhance organizational survival, growth, and long-term viability of an organization.

Ethical leadership is not limited to the moral leadership. It is beyond that. Ethical leadership means not only work morally but also legally. Green management can be part of ethical leadership. Ethical leadership means 'leading ethically'. Leading ethically refers that a leader has to work ethically and direct other employees to work ethically. Therefore we can say that it has two dimensions: one is to work ethically and second to lead ethically as to lead employees you must reflect your ethics in your actions.

Components of Ethical Leadership

Purpose: The reason behind each and every action for the organization as well as the society.

Knowledge: The leadership must be done by evaluating the information and the consequences of their actions.

Authority: To make any decision the leader must possess enough authority to enquire and take corrective actions.

Trust: Trust is the most important part as the leaders inspire other employees to act in such manner. Without trust the authority can't develop ethics in employees. Employees must trust the leaders for the right actions.

Ethical leadership can be understood through different predefined theories, models and customized approaches. Researchers in the field of applied psychology define ethical leadership as the demonstration of appropriate conduct through personal actions and relationships and the promotion of such conduct to subordinates through two-way

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communication, reinforcement, and decision making.

Current Challenges of Ethical Leadership

Walton (2008) identified forty-five traps within ethical leadership in the research. The author labeled these traps into three distinctive categories, primary, defensive, and personality.
A primary trap is initiated from an external source, whereas, a personality trap is one that originates from within. The author poses a solution for leaders to identify the source of the trap and, in doing so, the leader will be better able to avoid ethical complications. However, the author acknowledges the difficulty leaders have avoiding these common ethical traps.

Ward (2006) examines the reason for ethical failures in leader. During the study, the author found that ethical failures do not occur because of selfishness, but rather out of ignorance. The author notes that often time an individual who holds a role of leadership may feel excused from moral requirements that others follow. The reasoning behind this is because the leader senses the role of leader separate from his or her self. When this occurs, a leader is more likely to excuse oneself from acting ethically in the role. The author's solution for leaders is to gain more knowledge in the field of ethics.

Darcy (2010) proves that the present environment of businesses is doubtful regarding ethics. In a qualitative study completed by the author, it was revealed that 66% of people question if ethics within leadership even exists. This is what the author refers to as "a crisis of trust". The conclusion of the study found that the biggest crisis in organizations and individuals today is a lack of trust. Lack of trust can be characterized to what Frank (2002) calls the "shadow side" of leadership. These shadows include the negative influences of "power, privilege, deception, inconsistency, irresponsibility, and misplaced loyalties". Unluckily, over time followers become exposed to the consequences these shadow behaviors cause, and lose trust in the integrity of their leader.

Analysis from available research

It has been sort out that knowledge of ethics made stage to understand ethical leadership and its implementation would be possible. As Pickett (2001) suggests that Ethical behavior of leaders are based on internal climates, environments and decision making processes and abilities. Also, he has developed an EL model for restructuring management and leadership thought. Furthermore, added that EL creates equilibrium for managerial and visionary leadership which would be helpful to enhance organization survival, growth and long-term viability of an organization.

The ethical leaders' behavior is based on leader's personality traits. And

every enterprise has to select and develop managers for ethnicity towards work; it is important as unethical leaders can be costly and damage the reputation of an organization. By various definitions, one can conclude that ethical leadership is grounded on moral values, individual personality traits and perception of ethics. Lack of trust is one of the important factors for ethical leadership as identified by Darcy.

Ethical leadership is important for survival of business as followers follow their leaders. This ignites that every organization has ethical leadership culture for sustainable.

Conclusion

The new Ethical Leadership style is ever evolving as ethical dilemma forces leaders to reassess existing situations. Today's research on Ethics more emphasis on Ethics within Individual leader, Ethical Leaders influencing followers and challenges for being Ethical Organization. There are still many untouched areas within Ethical Leadership and novel study needed to cultivate more in Ethical Leadership. The researcher has here attempted to aware about the importance and new leadership style as an Ethical Leadership. It may be difficult for implementing ethical leadership as surveys showed a dramatic figure for unethical business successes. But it for short-term, if anyone want to sustain in long-term and want to enjoy the position as market leader for their targeted business, then they've to be ethical one day. Ethical Leadership offers a synergistic combination of managerial and visionary leadership which serves to enhance organizational survival, growth, and long-term viability of organizations.

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SURYADATTA

Glass Ceiling in Perspective
of Indian Organizations

Preeti P. Bagade

Prof. Preeti P. Bagade

Abstract:

This paper is regarding study of glass ceiling in workplace different sectors. This paper helps in understanding teaching and learning methods of glass ceiling. It is a metaphor used to represent an invisible barrier that keeps a demographic from rising beyond a certain level in hierarchy. And this paper used to understanding causes and barriers which occurs in organization. from this survey we are getting responsibilities with working wives who have proven that women can successfully manage multiple role as mother, wife employee.

Introduction:

The phrase 'glass ceiling' refers to an invisible barriers that prevents same one from achieving from success and was coined by A. M. Morrison during 1985-86 [1]. In perspective of Indian business and other sectors, glass ceiling is an important issue and many researchers and experts have opined their deliberation on various platforms, wherein they have emphasized on the importance of the topic and need to take concrete steps to circumvent this issue.

This paper deals with a comprehensive study of the latest happenings which help coming out of the barrier of the glass ceiling. An attempt has been made to elaborately explain the contributions made by women in development of various fields. An analysis is reported in this paper related to the causes, various factors that predominantly affect glass ceiling and some suggested measures by various people are analyzed. The relationship between glass ceiling and organizational culture must be emphasized and addressed critically to improve upon the situation. Also, the difference between various levels of management/ leadership, their working style and effectiveness plays an important role in the phenomenon of glass ceiling [7]. One must understand the variables which influences glass ceiling and its effects.

Objectives:

The objective of the present study is to report the status of the glass ceiling with reference to Indian environment, with an analysis of various opinions and suggestions made by eminent personalities in the domain. It also addresses an important observations that whether the low participation of female executives in the boardrooms is the effect of glass ceiling?

Literature Review:

It is most often heard in the context of women who cannot advance to the highest levels of power in the work place. The glass ceiling is a way of describing whatever keeps women for achieving power and success equal to that of men.

Causes and factors affecting glass ceiling

The literature review in the research puts the focus on the glass ceiling and its multiple layers, the differences in the leadership styles between male and female managers/leaders and the relationship between gender and leadership effectiveness/ organizational performance.

Various barriers (causes) responsible for glass ceiling can be summarized as below:

a) Structural
b) Social and
c) Political obstacles

women's engagement in political and civic life, and which more broadly affect full citizen involvement

[2] They felt their jobs midway due to personal problems like marriage and raising families.

2. In order to get into top management it requires commitment, dedication and determination which was lacking.
3. They are better seen as home makers than rulers.
4. Lack of support from male subordinates at work place.
5. Lack of support from their female colleagues due to politics, jealous and other reasons.
6. Non acceptance of women in traditional jobs reserved for men
7. Lower class workers have been receiving 30% to 50% Lower wages than male workers for the same work.
8. Lower class workers have been facing the Problem of sexual harassments, absuments and more discrimination by their superiors and colleagues.
9. In teaching field especially in co-education colleges there is no women principal and only few colleagues and students departmental HODs even they are most effective administrators.
10. In educational institutions they have more conflicts with female colleagues and students than Male colleagues and students.
11. Lack of implementation of laws and government actors on discrimination.
12. Male dominated management, which made all the decisions for the company.
13. Men attitude towards women.
14. Female attitude towards fellow female executives

15. Lack of social acceptance of women in higher positions, even by other female employees.
16. Performance of men over women having same educational qualification and caliber.
17. Lack of informal networks.

Glass ceiling in Indian perspective

While one comments on the measures taken up by the government of India to tackle the issue of glass ceiling, it is very much relevant to study what is happening outside the country. In this regard, a few examples worth reporting are taken from the developed countries.

1. USA: The U.S. Department of Labor (DOL) reported that only 2% of top level management jobs and 5% of corporate board positions were held by women as of 1987 and emphasized that the failure of more women and minorities to crack the upper levels of corporate management is due to the glass ceiling. To address this issue the Civil Rights Act of 1991 (USA) created a Glass Ceiling Commission to address these inequities, just as the Glass Ceiling Initiative, created in 1989 by the DOL [3].

2. Europe: A report on Gender Equality Law provides a general overview of the transposition of EU gender equality law in the 28 member states of the European Union, Iceland, Liechtenstein and Norway (the EEA countries) and four candidate countries (the Former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey).

3. India:
A) Politics:
Article 15 of Indian constitution provides the formal right to equality and freedom from discrimination for women and also ensure that nothing from this article shall prevent the state from making any special provision from women (Artile 15(3). [6] During the years of independence the number of women, who have held elected positions, have increased. In the Lok Sabha (LS), the percentage of women members has moved up from a mere 4.4 percent in 1952 and 11.26 percent in 2014. This does not show a very impressive picture considering that women make up almost fifty percent of the population of the country.[5] Similar figures or even worse condition can be noted for participation in Rajya Sabha (RS).
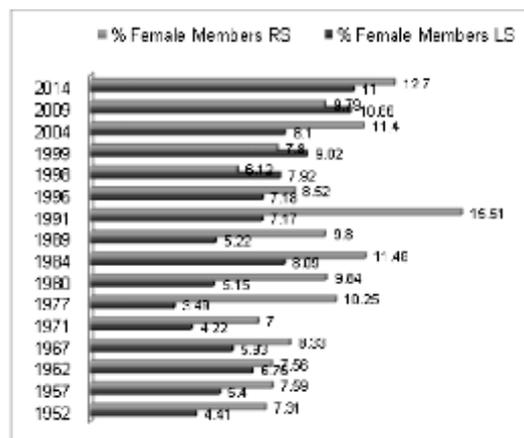

Fig.1: Year wise membership of women in the Lok Sabha and Rajya Sabha [5]

b) Corporate sector
c) Entertainment
d) Entrepreneurship
e) Education

f) Medical field

Suggestions to Break Glass Ceiling [2]

Constitutional reforms

1. Right expectation, at work and healthy home is the key to a healthy work- life balance.
2. Family support is critical to their career
3. Change of male executive's attitude towards female superiors and subordinates.
4. Introducing flexi-timings to manage work-life balance.
5. Encouragement of home assignments and home offices to manage work-life balance.
6. Ladies should avoid to misperception i.e. glass ceiling still exists.
7. Other Indian companies should follow the policy of ICICI which has always displayed more of pro-woman bias than an anti-woman bias.
8. Introducing acts like recent companies act which mandates that listed companies have at least one women director at board.
9. Need more quotas and reservation at higher level in politics, which are now confined only to local body election.

g) Conclusions: Mentors are critical. they provide career advice and introduce you to the right people.

h) Politics is unavoidable, get involved and be part of the solution not the problem.

i) Networking is a necessity for meeting the right people and gaining experience.

j) Professional development is a priority, it's critical to keep your skills current.

k) Education and experience are two things that will get noticed.

l) Embrace being a woman, don't try to emulate male leadership be who you are make difference.

m) Work life balance is challenging, take advantage of resources that are available.

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SURYADATTA

A Study of Data Mining and Techniques

Nupura Deo

Abstract

Data mining is a process which finds useful patterns from large amount of Data. This paper discusses few of data mining techniques which have adapted to improve their business & found excellent results.

Overview of Data Mining:

The development of information technology has generated large amount of database & huge data in various areas. The research in database & information technology has given rise to an approach to store & manipulates this precious data for future decision making. Data mining is process of extraction of useful information & patterns from huge data. It also called "Knowledge Discovery Process". [Fig 1] Data Mining is a logical process that is used to search through large amount of data in order to find useful data. The goal of this technique is to find patterns that were previously unknown.

Three steps involved are:
1. Exploration   Data is cleaned & transformed into another form.
2. Pattern Identification
3. Deployment   Patterns are deployed for desired outcome.

Process of Knowledge Discovery:

Fig. 1

Nupura Deo

A Study of Data Mining and Techniques
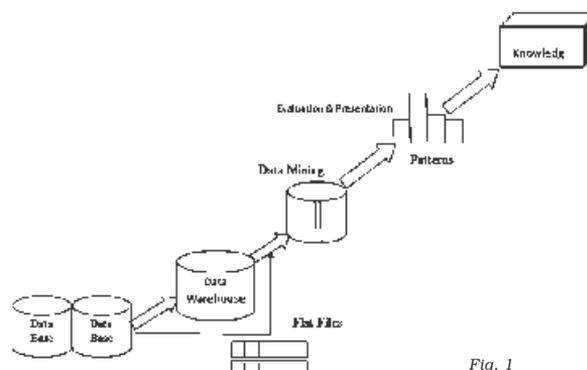
Following are the Data mining techniques:

DATA MINING TECHNIQUES:
CLASSIFICATION
CLUSTERING
PREDICTION
ASSOCIATION RULE
NEURAL NETWORK
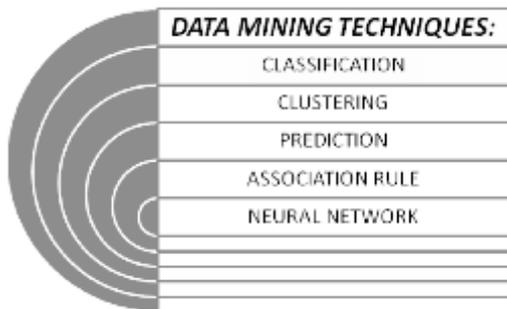
Classification:
Classification is the most commonly applied data mining technique which employs a set of pre-classified examples to develop a model that can classify the population record at large.
The data classification process involved learning and classification. In learning the training data are analyzed by classification algorithm. The classifier training algorithm uses these pre-classified examples to determine on record basis. The algorithm encodes these parameters into a model called a classifier.

Types of Classification Models:

1. Classification by decision tree induction.
2. Bayesian Classification.
3. Neural Networks.
4. Support Vector Machines.
5. Classification based on Associations.

Clustering:
Clustering can be said as identification of similar classes of object. By using clustering techniques we can further identify dense & spares regions in objective. Space and can discover overall distribution pattern & co-relation among data attributes. Classification approach can also use as preprocessing approach for attribute subset selection & classification. For example: To form group of customers based on purchasing patterns to categories genes with similar functionality.

Types Of Clustering Method:
1. Partitioning Method
2. Hierarchical agglomerative
3. Density based Methods
4. Grid Based Method
5. Model based Method

Prediction:
- [Numerical] predication is similar to classification.
  - Construct a Model
  - Use model to predict continuous or ordered value for given input.
- Major method for predication: regression
  - Model the relationship between one & more independent or predictor variables & dependent on response variable.
- Regression Analysis:
  - Linear & Multiple regression.
  - Non-linear regression.
  - Other regression Methods
    - Generalized linear model
    - Poisson regression
    - Log-linear models.
    - Regression trees

Association Rules:

Association rule is a procedure which is meant to find frequent patterns, correlations association or causal structures from data set found in various kinds of database such as relational database transactional database & other forms of data repositories.

Types Of Association Rules:
1. Multilevel Association rules.
2. Multidimensional association rules
3. Quantitative Association rules.

Neural Network:

In information technology a neural network is a system of hardware and software patterned after the operation of neural in the human brain. Neural network also called artificial neural network are a variety of deep learning technologies.

The inspiration for neural network came from examination of central nervous systems.

Following are Application for Neural Network

1. Real Life Application:
1.1 Function approximation or regression analysis include time series predication, fitness approximation & modeling.
1.2 Classification including pattern & sequence recognition, novelty detection & sequential decision making.
1.3 Data processing include filtering, clustering & compression.
1.4 Robotics includes directing manipulators, computer numerical control.

Conclusion:

Data mining has importance regarding finding the patterns, forecasting, discovery of knowledge etc. in different business domains. Data mining technologies & algorithm such as classification, clustering etc helps in finding the patterns to decide upon the future trends in business to grow. Data Mining has wide application Domain almost in every industry where the data is generated that's way Data mining is considered one of the most important frontiers in Data Base & information system & one of the most promising interdisciplinary in Information Technology.

SURYADATTA

Challenge before organization in the era of Globalization in Knowledge Transfer with reference to cross-cultural issues

Jayashri Mundewadikar

Abstract

Tomorrow's business challenges are less technical than they are cultural
 ---- Peter Drucker

Knowledge management is becoming increasingly the management of the transfer of knowledge generated by cross-cultural teams, this 'involves the management of knowledge in a single administrative system, but residing in a dispersed and differentiated locations'. That suggests there is a relationship' between the source of the knowledge and the recipient. Knowledge is 'generated in different language systems, [organizational] cultures, and [work] groups.

Knowledge management aims to place a value on through work from one or more perspectives, but it may become difficult especially in cross-cultural settings due to the lack of personal relationships, the absence of trust and 'cultural distance' all conspire to create resistance, frictions, and misunderstandings. This demonstrates that ' rm's' ability to successfully transfer functional knowledge consistently falls short of their expectations'. This paper throws light upon challenges faced by organization in knowledge transfer due to cross-cultural issues. It also shows that how organizations are finding the ways to mitigate these challenges.

Key Words: - Knowledge, Knowledge transfer, cross-cultural issues

Introduction

"Knowledge is information that changes something or somebody
— either by becoming grounds for actions, or by making an individual (or an institution) capable of different or more effective action."

— Peter F. Drucker in The New Realities

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Challenge before organization in the era of Globalization in Knowledge Transfer with reference to cross-cultural issues

The role of knowledge in generating appropriate actions is that it serves as a background for articulating possible courses of action (articulation), for judging whether courses of action will yield the intended result and for using this judgment in selecting among them (selection), for deciding how actions should be implemented and for actually implementing actions (implementation)."

Key issue or problem

Speed of Discovery of new Knowledge is fast speed but the speed of spreading of that knowledge is very slow. Cross-cultural issue is one of the underlying reasons for that.

Objectives:

In this paper it is tried to explain the gap between the management and employee regarding cross-cultural issues and how does this gap can be minimized

Hypothesis:

H1: gaps created due to cultural issues have the influence on knowledge management in the organization by slowing down the process of knowledge transfer
H2: cross-cultural issues can be minimized with some interventions by management

Review of Literature

The statement by Deresky (2000, p.117) stressing that " culture is one variable which is often overlooked when deciding on entry strategies or alliances, particularly when we perceive the target country to be familiar with us and similar to our own. However, cultural differences can have a subtle and often negative effect".

Johanson and Vahlne (1977: 24) use the term psychic distance and define it as 'the sum of factors preventing the flow of information from and to the market', with examples being 'differences in language, education, business practices, culture, and industrial development'. From the above, it is obvious that cultural differences and the cross-cultural context play an important role for and influence global knowledge creation and management (cf. e.g. Desouza and Awazu, 2005; Desouza and Evaristo, 2003; Holden, 2001, 2002; Weir and Hutchings, 2005).

The number of empirical studies investigating various aspects of knowledge transfer within MNCs has significantly increased during the last years, very few conclusions about the influence of culture on knowledge transfer have been reached so far (Haghirian, 2003). However, the 'task of integrating disparate pockets of knowledge within a firm is complicated by the fact that enterprises operate in a global context' as knowledge is 'spread over a wider spectrum and is meshed in a broad assortment of contexts' (Desouza and Evaristo, 2003: 62).

Research Methodology

In this it is tried to study the various cultural issues which are being faced by the MNCs operating in the era of globalization in the process of knowledge transfer. Also this paper throws light upon how these issues can be managed. For this research, all data & information was taken from secondary sources. I collected data from various databases where historical data was stored. Articles, books & newspapers and websites are the main source of data collection.

Limitations & Assumptions of the study

There were certain assumptions that were made during the study-

- The study was restricted to the analysis and findings of secondary data.
- Due to lack of time primary data was not considered for the study
- The references & sources have been chosen on the basis of their credibility & reliability, & hopefully they are stating the objective truth

Types of Knowledge

Explicit knowledge can be articulated into formal language, including grammatical statements, mathematical expressions, specifications, manuals, etc .it can be readily transmitted others and easily processed by a computer, transmitted electronically, or stored in databases.

Tacit knowledge is personal knowledge embedded in individual experience and involves intangible factors, such as personal beliefs, perspective, and the value system. It is hard to articulate with formal language (hard, but not impossible). It contains subjective insights, intuitions, and hunches.

Two important concepts in understanding how knowledge transfers to others are the speed and thickness of it.

Four different modes of knowledge conversion

Socialization: The process of sharing experiences and thereby creating tacit knowledge, such as shared mental models and technical skills. The key to acquire tacit knowledge is experience. Without some shared experience, it is extremely difficult for one person to project her/himself into another individual's thinking process.

Externalization: The process of articulating tacit knowledge into explicit concepts. It may however be difficult to find an adequate verbal expression for a mental image trough use of analytical methods alone. Externalization is therefore often driven by metaphor and/or analogy.

Combination: The process of systematizing concepts into a knowledge system, i.e. combining different bodies of explicit knowledge. This entails reconfiguration of existing

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information, where sorting, adding, combining and categorising of explicit knowledge can lead to new knowledge.

Internalization: This process is closely related to 'learning by doing'. When tacit knowledge is incorporated and applied in a person's or an organization's tasks. In this conversion mode it helps if knowledge is verbalized or diagrammed into documents or oral presentations.

Knowledge transfer

Knowledge transfer has always been a challenge for organizations. Its importance has grown in recent decades for three related reasons. First, knowledge appears to be an increasing proportion of many organizations total assets. Second, organizations have moved away from hierarchical methods of control toward more decentralized organizational structures and increased employee involvement.

This has resulted in more creativity by frontline employees and subunits, but fewer obvious organizational paths through which the transfer can occur. Finally, advances in information technology have created new means of knowledge transfer. Innovations hold the potential for increased diffusion of innovations. However, technology alone cannot solve the problem of knowledge transfer; organizational structures and practices must facilitate and

motivate transfers. Knowledge transfer is only valuable when it is integrated into a set of policies for knowledge generation and capture. In what follows, we analyze the process of knowledge transfer and outline steps that managers can take to increase information flow within their organizations.

The Components of Knowledge Transfer

In principle, knowledge transfer can be broken down into distinct stages. We've chosen five steps to describe the process: idea creation, sharing, evaluation, dissemination, and adoption. These stages often overlap, are combined, or are skipped; they also have important feedbacks.

1) Idea creation:
A massive literature exists on how to promote creativity.

2) Idea sharing:
Sharing takes place at multiple levels, with overlapping but distinct concerns: from a worker to a workgroup, between workgroups, between departments, between business units, and between organizations.

3) Idea evaluation:
Far more ideas exist than good ideas. Thus, organizations must evaluate their new ideas whether they have worked in the past, are likely to work at new places, and actually work at new places. Employees must have the capability, incentives, and structures to perform the validation studies

4) Idea dissemination:

In principles, more information is better than less. At the same time, too much information creates overload. The key to disseminating knowledge is that people receive it who can use it.

5) Idea adoption:

In the best of all worlds, if people knew the right thing to do, they would do it. However, we are not in such a world. Scholars of organizational inertia have developed complex theories of why, even after knowledge has been transmitted to the right people, it may not have been transferred to the organization.

There are several gaps in the strategic and organizational context as the main reasons for strategic alliance failure.

The gaps refer to:

The context of co-operation:
The frame gap
The expectations gap
The organizational context gap
The confidence gap

The content of co-operation:
The skills understanding gap
The task definition gap

The process of co-operation:
The information gap
The time gap

How Management Can Promote Knowledge Transfer

This section outlines how managers can encourage knowledge transfer within an organization through the use of training, incentives, organizational structures, and technology.

Training

To effectively generate new ideas, employees need to be trained in problem solving, including an ability to think "outside the box."
To share articulated or explicit knowledge, workers need to be literate in the languages in which ideas are expressed in their work. In addition to spoken and written language such as English, this may involve high-orde "literacy" in more technical languages such as blue prints or statistics. Training workers to both disseminate and adopt new ideas may revolve around making them aware of where else in the organization their ideas may be useful and where else ideas may arrive from.

Incentives:

To create an environment that encourages the generation of new ideas, managers should consider the following policies: incentive pay for ideas generated by groups or individuals; no layoffs for productivity improvements that follow from new ideas; job duties that include tinkering; permitting or encouraging experiments that are well-conceived but fail; and giving credit to employees who generate new ideas.

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*Challenge before organization in the era of Globalization
in Knowledge Transfer with reference to cross-cultural issues*

Structures

The most important structural component that encourages creativity or idea generation is often providing time to experiment and tinker. This may run counter to other productivity measures that emphasize efficiency. Also, formal employee involvement structures such as brainstorming, suggestion programs, quality circles, and self-directing teams support both creating and sharing knowledge. People need the power and the responsibility to make improvements. Another key element is to make the knowledge explicit.

To promote evaluation, companies must institutionalize means of learning from past experience: "Companies must review their successes and failures, assess them systematically, and record the lessons in a form that employees find open and accessible. Despite the current emphasis on technology and new methods of idea transmission, much knowledge remains tacit and is most efficiently transmitted in person, renewing the importance of decidedly low-tech practices including job rotation across units, cross-functional meetings, cross-unit or cross-group meetings, mentoring, training, and free time during coffee breaks.

Technology

What technologies support knowledge transfer? How can we integrate new technologies such as Intranets, groupware, the Internet,

with other managerial practices? One way in which technology may promote idea generation is through its ability to provide information, including real-time tracking of results, and communication with employees

The Importance of Integration

Organizations worry a lot about promoting creativity and innovation but, in many cases, useful ideas already exist in some form. The key is to capture the existing knowledge from within, and outside, the organization and adopt those ideas that are relevant. This essay steps through five stages of knowledge transfer: creation, sharing, evaluation, dissemination, and adoption. Finally, true integration involves self-reflection -- doing cost-benefit and cost-effectiveness analysis, and continuous improvement of the learning and knowledge processes.

Conclusion

In conclusion, it can be said that knowledge sharing and usage behaviour vary across cultures and that it is difficult to come up with global standards and protocols on how to initiate knowledge management Finally, want to emphasize once more the importance of global knowledge creation and that it needs time and commitment as well as an enabling context to be successful. Even though management emphasis might be shifting to a focus

on the achievement of overall short-term operational targets, the long-term gains of creating new knowledge and sharing it as well as of fostering organizational learning should not be neglected or forgotten.

Suggestions:

In this world of Globalisation, it's very important to understand the cross culture norms of a country and then try to correlate it with the organization standards. The approach of an organization should be to make work environment more adaptable to the different cultures rather than making a change in culture to match the work environment. Cross cultural issues should be approached more as an opportunity rather than as a problem.

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SURYADATTA

A Comprehensive study on Internet Shopping in India

Madhuja Deshpande

Abstract :

Online shopping is the process whereby consumers directly buy goods or services from a seller in real-time, without an intermediary service, over the Internet. It is a form of electronic commerce. The sale or purchase transaction is completed electronically and interactively in real-time such as in Amazon.com for new books. A large percentage of electronic commerce is conducted entirely in electronic form for virtual items such as access to premium content on a website, but mostly electronic commerce involves the transportation of physical items in some way. Online retailers are sometimes known as e-tailers and online retail is sometimes known as e-tail. Almost all big retailers are now electronically present on the World Wide Web. Online marketplaces such as eBay and Amazon Marketplace have significantly reduced financial and reputational barriers to entry for SMEs wishing to trade online. These marketplaces provide web presence, marketing and payment services and, in the case of Amazon, fulfillment. This allows SMEs to focus on their core competencies e.g. managing supplier relationships. Moreover, SMEs have choices online, as these marketplaces compete with each other (some retailers sell across several marketplaces) and retailers' own websites. They also compete with paid search providers and others in providing marketing to SMEs. Customer ratings are a key element of the marketplaces, enabling SMEs to build a reputation at low cost relative to the offline environment. This element of reputation may be achieved quickly (just one piece of feedback generates a rating) and is tied to particular platforms (i.e. ratings are non-transferable).

Introduction:

Originally, electronic commerce was identified as the facilitation of commercial transactions electronically, using technology such as Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). These were both introduced in the late 1970s, allowing businesses to

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send commercial documents like purchase orders or invoices electronically. The growth and acceptance of credit cards, automated teller machines (ATM) and telephone banking in the 1980s were also forms of electronic commerce. Another form of e-commerce was the airline reservation system typified by Sabre in the USA and Travicom in the UK.

Need for Internet Shopping

Few developments have altered India's lifestyle more quickly and more completely than the Internet. Online access has enabled people from all walks of life to bring entire libraries, entertainment venues, post offices and financial centers to a workplace, to a desktop or to a shirt pocket. The Internet's largest and most meaningful impact may very well be on the way consumers shop for everything from gifts, gadgets and groceries to clothing, cars, and cruises. The ease and selection that the Internet provides to shoppers has changed the face of retailing. More and more, consumers visit a store's Web site to make their choices before traveling to the store itself; and in a rapidly swelling tide, many shoppers are bypassing the store altogether and ordering online directly from the Web sites of their favorite brands and outlets.

Companies like Sephora, Sears and Crate & Barrel have increased the range and quantity of products available at their online stores and are sending online coupons and sale announcements via e-mail directly to their customers. A general implication of the highly dynamic nature of online markets is that the body of economics literature developed within a paradigm of static market analysis may fail to account for some of the observed characteristics of online markets and may be a poor guide to judging the efficiency of observed behavior. For example, innovation can make defining relevant product markets difficult because business executives and government officials alike may not yet know what the future products will be.

Growth of Internet Shopping in India :

Chart showing PC-based and Mobile-based Internet users
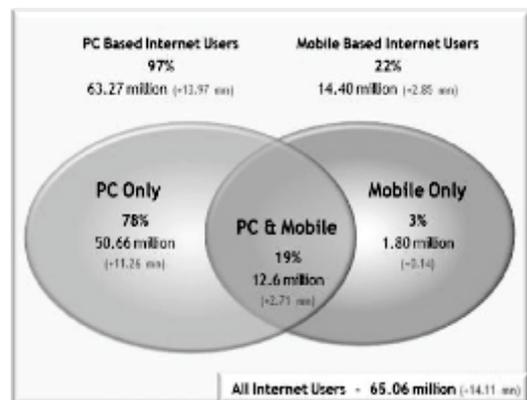
From the above chart, we can come to know that 78% of the people use PC only, while 3% use mobile only and 19% of people use both PC and Mobile. Thus we can come to know that majority of the people use PC and access internet from them.

Payment options in Online Shopping

Online shoppers commonly use a credit card to make payments, however some systems enable users to create accounts and pay by alternative means, such as:

- Billing to mobile phones and landlines19 20
- Cash on delivery (C.O.D., offered by very few online stores)
- Cheque
- Debit card
- Direct debit in some countries
- Electronic money of various types
- Gift cards
- Postal money order
- Wire transfer/delivery on payment

Problems in Internet Shopping

Given the lack of ability to inspect merchandise before purchase, consumers are at higher risk of fraud on the part of the merchant than in a physical store. Merchants also risk fraudulent purchases using stolen credit cards or fraudulent repudiation of the online purchase. With a warehouse instead of a retail storefront, merchants face less risk from physical theft. Secure Sockets Layer (SSL) encryption has generally solved the problem of credit card numbers being intercepted in transit between the consumer and the merchant. Identity theft is still a concern for consumers when hackers break into a merchant's web site and steal names, addresses and credit card numbers. A number of high-profile break-ins in the 2000s has

prompted some U.S. states to require disclosure to consumers when this happens. Computer security has thus become a major concern for merchants and e-commerce service providers, who deploy countermeasures such as firewalls and anti-virus software to protect their networks. Phishing is another danger, where consumers are fooled into thinking they are dealing with a reputable retailer, when they have actually been manipulated into feeding private information to a system operated by a malicious party. Denial of service attacks are a minor risk for merchants, as are server and network outages. Privacy of personal information is a significant issue for some consumers.

Different legal jurisdictions have different laws concerning consumer privacy, and different levels of enforcement. Many consumers wish to avoid spam and telemarketing which could result from supplying contact information to an online merchant. In response, many merchants promise not to use consumer information for these purposes, or provide a mechanism to opt-out of such contacts. Many websites keep track of consumers shopping habits in order to suggest items and other websites to view. Brick-and-mortar stores also collect consumer information. Some ask for address and phone number at checkout, though consumers may refuse to provide it. Many larger stores use the address information encoded on consumers' credit cards (often without their knowledge) to

add them to a catalog mailing list. This information is obviously not accessible to the merchant when paying in cash.

Trends in Internet Shopping

Online Shopping in India is in its nascent stages. However, more and more people are gaining confidence about purchasing products online. Consequently, online shopping trends are improving and promise a bright future. The internet has been around in India since quite some time now. However, e-commerce has picked up only recently. Shopping online is slowly growing up in India too. However, due to the relatively slow penetration of the internet in many part of the country, online shopping is limited to only major metros in India. Let us inquire about online shopping trends in this part of the world. Ecommerce can be thought of as an activity wherein the customer uses the internet to order a product or service. In most circumstances, the transaction may happen online also. Online shopping places a heavy demand on the use of the internet. One major hurdle that online shopping faces is the security of transactions, since it is necessary for shoppers to submit their financial details on the web too. Currently, only a limited number of merchants are doing business online due to the problems related to technology. The major hurdles faced are low penetration of computers in India, lesser amount of credit or debit card holders, and many adverse taxation rules. Also, many internet users are

reluctant to reveal their financial information online, which hampers the growth of the online business. Conversely, online shopping has a great potential to become big in India.

Challenges in Online Shopping in India :

From customers perspective: Even though e-commerce is growing rapidly by the increase in number of internet users but there is a huge potential that has to be captured by the e-commerce retailers considering what all challenges are faced by the customers of non-metro or rural areas

1.Lack of Awareness:
Though internet users are increasing but still people are not aware about e-retail and the product they sell.

2.Payment option : Vary for rural and urban customers. Customers in the metros are provided with an option of cash on delivery while advance payment is required for non - metro customers or rural area customers. Customers have a fear that whether they will receive the product or not if advance payment is done.

3.Reliability: Majority of the customers have a fear of reliability as to whether the product displayed will be the same or not.

4.Delivery delay: It is mainly because of the logistics issues like either the companies have outsourced logistics company that does not consider the

cruciality of on -time delivery or the online buyer is located in a small city/ rural area.

5. *Service delay:* What is claimed is not provided. Mostly there is a delay in the service provided for the goods purchased online due to small service team that is concentrated in big cities only like metro.

6. *Home Delivery charges:* Free home delivery option can be availed by customers residing in key/ metro cities.

Future of Internet Shopping

People use the Internet to shop online for mobile phones, laptops and other consumer goods. If the Internet is anything to go by, India's technological and economic growth has moved into the top gear. With more India's online shopping registering a phenomenal 100 per cent annual growth, many retail chains and consumer durable companies are joining the Web bandwagon to tap the e-shopping market. The online shopping industry in India is fast catching on, not just in the larger metros but also in the smaller cities. At present the market is estimated at Rs. 46,000 crore and is growing at 100 per cent per year. According to industry leaders, portals offering daily deals and discount offers with good delivery services attract the largest number of online shoppers. The companies that provide daily deals or discount offers are doing brisk

business. People are looking for value shopping that saves their money as well as time.29 The customer behavior is changing dramatically. People are not only using the Web to book air tickets and movie tickets but also do not hesitate in placing orders for mobiles, laptops and other consumer electronics and home appliances. Seeing this bold consumer behavior, more companies are collaborating with such daily deal and discount sites. All the top consumer electronics and home appliances companies are listed with us. In the growing competition space companies with good delivery services score points over others. Keeping in mind this growing potential, not just large brands but even general retail chains are upgrading their sites for ecommerce, making it more convenient for customers to place online purchase orders. According to eBay, Indian online shoppers remain brandsavvy, even when they are shopping online. The eBay India Census has found that brands such as Sony, Nokia, Samsung, Apple and Reebok continue to top buyers' charts. Category-wise lifestyle products, such as cosmetics, jewellery, watches, fashion products and fitness equipment contribute over 45 per cent to eBay's sales in India.

Conclusion :

E-commerce companies are meeting challenges in the following ways for poor knowledge and awareness about the company Google ads, Social Networking website, Television ads

and Rely on word of mouth. For online Transaction, Cheque, Demand Draft , Cash On Delivery. For Cash On Delivery and Tax Structure no measures are employed. For Online Security Use of authentic software to computing, Original Antivirus software, Firewall protection, SSL certification. For Logistics and Shipment Services Self-owned delivery network is used. For fear of making online payment Use of secured payment gateways, Money back guarantee and Real time order validation and product tracking. Touch and Feel Factors Design the website so as to provide as much look and feel of the product as possible,

Option to trial and return. Thus it can be concluded that online shopping holds a great future ahead.

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Contract Labour System: Boon or Bane in Organization

SURYADATTA

Rajesh Waghmare

Abstract:

Contract workers constituted about one-fourth of all workers in formal manufacturing sector in India. Contract Labour provides flexibility to an organization to enable it to manage seasonal and cyclic variations in demand of their products/services of the industry .It has provides added advantage of cost cutting to various manufacturing and service industries across India. Liberalized and globalized economy in India during the period 1991 has considerably increased need of contract labour due to increased fluctuations in demands as per the need of hour. It would be in the interest of organizations to bind themselves to such guidelines since this step would ensure long term sustainability of an essential employment system called "Contract labour". During recent years, employment of contract labour has become a major reason for source of employment. Contract workers are suffering from anxiety of job security, low wages and various other disparities compared to permanent workers by doing the same nature of work in the same organization. There is now debate across Government state agencies and industries, various forums, trade union association, social media sites regarding issues on contract labour system.

Key words: contract labour, permanent workers, cyclic variations, Liberalized and globalized economy, Government state agencies

Introduction:

Contract Labour is one which works in an organization under some contract on a purely temporary basis. Contract labour was initially employed only for non-core activity work such as gardening, cleaning, and maintenance. Soon, it became increasingly employed in production as well. But the provisions under this act prohibit the employment of contract labour for perennial work, that is, in core production. These work forces

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provide services to an organization and are not directly recruited by principal employer but on the third party roll which is either outsourced to those labourers who are working on temporary or either contract basis. These contract labour services provide flexibility to an organization so as to enable them to manage seasonal and cyclic variations in demand of their products/services to provide added advantage in reduction of cost for productive durations as compared with the permanent workers. This categorized of labour has remained untouched mainly due to non - unionisation and has been suffering exploitation by their immediate employers and denial of certain other benefits within the organisation . To safeguard these interests of contract labour, democratic Government of free India has passed 'The Contract Labour (Regulation & Abolition) Act 1970 and has made provisions to regulate the employment of Contract labour by ensuring appropriated and reasonable benefits to them. Employment of contract workers in India is regulated by the Contract Labour (Regulation and Abolition) Act, 1970 ensures minimum wage, health and safety, and insurance provision for these contract workers. Due to 1991 liberalization and globalization in India it has created a great fluctuation in demand across various sectors .On the other hand, the future of a contract worker always remain unanswered with uncertainties of work as his daily earnings is based on hand to mouth . Therefore it is necessary to control proper functioning of system of contract labour in an organization. However, contract workers are not granted the same job protection, compensation and union representation that permanent workers are granted through the Industrial Disputes Act (IDA), 1947. A striking feature of Indian labour markets has been the increasing use of contract workers either on temporary contracts hired through a government-licensed intermediary or mukkadam.

Benefits of Contract labour to the Industries:

Contract Labour is engaged primarily to ensure flexibility in staff strength. In present competitive environment, organizations face frequent variations in demand of their Products/services. System of contract labour allows the industries to engage additional workforce when labour needs are high and to get rid of surplus work force when labour needs are low. The other main motive for using contract labour is cost saving. Permanent labour is paid for whole period of their presence on duty which includes productive as well as nonproductive periods. But Contract labour is engaged and paid for productive periods only. Organizations also tries to save on other costs such as housing subsidies, holiday pay, sick leave, health insurance etc which are not paid to the contract labour. Above all, there are minimal obligations under existing labour laws concerning

contract labour. Grievances of the contract labour should be addressed on priority basis so that no disputes should take place at work place among permanent and contract workers.

Issues concerning to Contract labour:

Differences in the wages disparities between the permanent and contract workers is the major concern and uncertainty in the minds of the contractual workers about their future prospects and stability of jobs .They had grudges at the back of the mind regarding getting permanent status and due share of the profits made by the principal employer. Until 1991, large and strong affiliated trade unions resisted job cuts,made objection to job outsourcing, or any other measures in the interests of permanent workers only . But due to labour cost and taxes levied by the government the firms opted to move out to other states in order to exempt them from various taxes imposed by the Central Government to quote certain illustrations from Pune companies such as Bajaj Auto Ltd Pune shifted its plant to Pant Nagar Uttarakhand State .Therefore it was very easy for these industries to employ on large grounds to employ workers on contractual basis due to availability of cheap labour in other states by seeking the help of middle man or contractor .After 1991 this practice became open and blatant and ease of doing the business successfully. It was possibly for

mainly two reasons: (i) industrial deregulation immediately led to an increase in labour demand, (ii) the operational procedures of contract hiring, such as registration of employers and licensing labour contractors by state governments were substantially eased up.

Productivity of Capital:

We should first think ideally two types of labour work force and their skills with mode of hiring in an organization along with the cost associated with it ie (skilled and unskilled) and (permanent and contract) with two types of firms (technologically modern and backward). Skilled labour is essential for modern firms, as it enhances the marginal productivity of capital, while unskilled labour reduces the marginal productivity of capital. Modern firms will be keen to hire skilled labour on a permanent basis for lower cost of contracting, but the permanent workers then form unions and demand a higher wage hike and other working conditions. But in case of contractual work force they will be on temporary roll with low wages and will not form union The gamut lies in the final productivity of the firm in comparison with permanent workforce and contractual workforce by maintain cordial relations.

Supreme Court Philosophical Point:

In a significant judgment, the

Supreme Court has ruled out that contract workers should get the same pay as permanent workers. It held that denial of equal pay for equal work to daily wagers, temporary, casual and contractual employees amounted to "exploitative enslavement, emerging out of a domineering position". The court also made the philosophical point that denial of the principle of equal pay for equal work is a violation of human dignity. In establishments across the country, permanent workers enjoy relative job security and higher wages, while on the other side the vast majority workforce , comprising of casual or contract workers toil under terms and conditions laid down by the contractor and threat in the mind about the employer so as to get be terminated any time without any valid reason, and may receive less fraction of wages in lines with the permanent workers get.

Conclusion:

It is observed that flexible forms of employment can be both a boon and a bane to the labour market and to the society as a whole. However, these contractual workers with limited outside options available such as immigrant's status, less skilled, Low literacy level find difficulties to get employment and find many challenges to sustain in the labour market.Therfore it is utmost important for these contract labourers to enhance their skills set and upgrade continuously as per the needs of the industries requirement .

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