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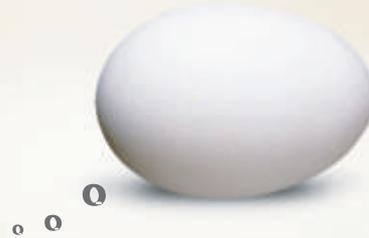
A Peer Reviewed Research Journal

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A Peer Reviewed Research Journal

Prin. L. N. Welingkar Institute of Management Development & Research

Vol. XXV Issue 2
September 2018

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B. N. Jagadeesh Prasad

Editorial

Blue & Red Ocean strategy

Strategy evolves from the mind's eye. Everyone in the organization perceives the same corporate landscape; yet a winning strategy is offered by a few.

In simple terms we can say strategy is:
What we see/perceive? &
How we see/perceive?

W. Chan Kim and Renée Mauborgne in HBR of Oct. 2004 say that by focusing on competition and "competitive advantage" markets have become crowded and bloody and are looking like 'Red Oceans'.

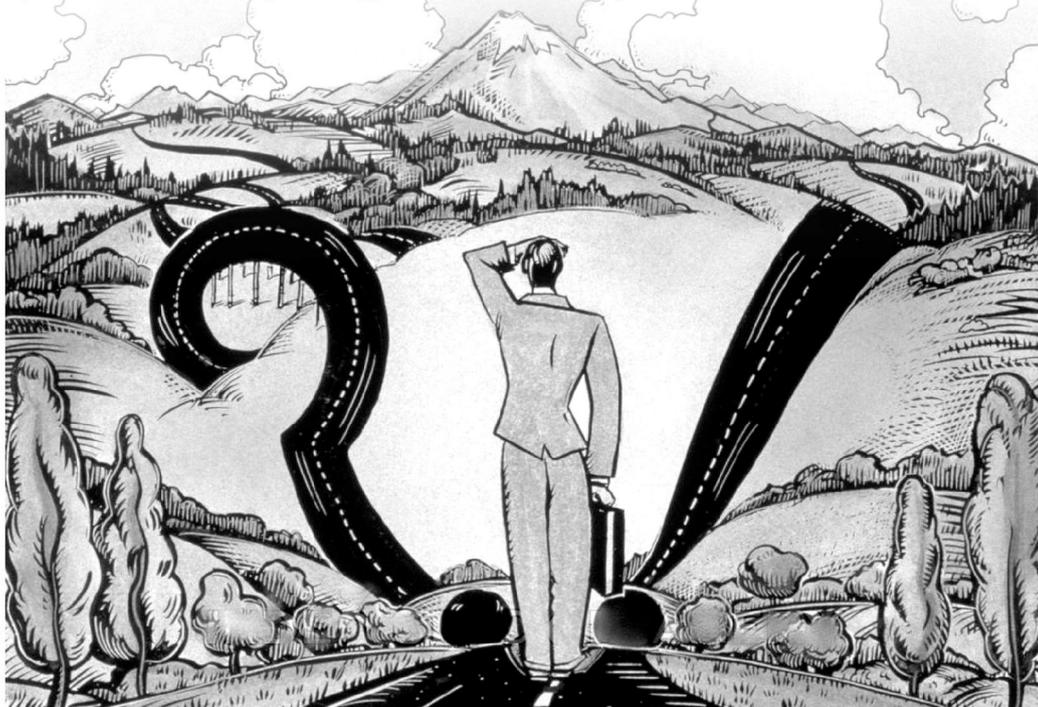
Scholars, companies, and consultants have somewhat over-focused on 'competitive edge' and in doing so ignored the 'Blue Ocean strategy'

Corporate strategy is heavily influenced by its roots in military strategy. The very

language of strategy is deeply imbued with military references chief executive "officers" in "headquarters," "troops" on the "front lines". Described this way, strategy is all about red ocean competition. It is about confronting an opponent and driving him off a battlefield of limited territory.

Blue ocean strategy, by contrast, is about doing business where there is no competitor. It is about creating new land, not dividing up existing land. Focusing on the red ocean therefore means accepting the key constraining factors of war limited terrain and the need to beat an enemy to succeed.

Maybe we need to change the way we perceive and view to have more winning strategies!



Ketna

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'Nano Thoughts on Management', Book published in 2005

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- (If it is an article in an edited book): Kanter, R.M. (1988) *When a Thousand Flowers Bloom*. In B. Staw and L.Cummings (eds), *Research in Organizational Behaviour*, pp.169-211, Greenwich, CT: JAI Press.

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Importance of Sustainability Policy for an Organisation

Niranjan Khatri* & Sriram Kuchimanachi**

What is sustainability?

Sustainability is often referred to as 'future proofing', it is the process of meeting today's demands without compromising future needs. Sustainability in an organisation comprises of action in three spheres - economic, environment and social. There is scope in every industry to adopt sustainable business practices especially in the hospitality industry. Hospitality properties are huge resource consumers and waste generators so adoption of green initiatives by these businesses is imperative.

Why sustainability policy?

Adoption of Sustainable practices improves the financial performance of an organization, it helps businesses adhere to governmental regulations aiming to encourage sustainable business practices, differentiate an organization in the eyes of investors and customers, increase its brand value and promote innovation. As a means to achieve all this, framing a policy providing a strategic approach for an organisation to achieve sustainability is essential.

Scope for sustainability in the Indian hospitality industry

The number of hotel rooms in India is estimated to be around 6.6 million. If we look at only waste generation, going by the statistic that about 1 to 6 kg of waste gets

generated per room in a day, the quantum of waste that could be generated is likely to be around 6.6 million to 39.6 million kg annually, so there is a huge scope for waste reduction among other things.

Methodology for policy

Waste management is one component of a sustainability policy. An organization conscious about waste generation and is keen to reduce waste will have a tangible target to work towards. This process involves a series of steps.

1. Identify sources of waste: This is vital, it is essential to do a comprehensive listing at this point as this the fundamental data around which reduction targets can be framed.
2. Apply principles of reduce, reuse, recycle and refurbish. If there are materials that cannot undergo any of the aforementioned processes, then they have to be replaced by more sustainable alternatives.
3. Study industry level benchmarks available for waste management and apply them.
4. Put processes in place to ensure adherence to benchmarks through technology, efficient practices, training and skill development.
5. Conduct regular audit to ensure compliance to targets.

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Importance of Sustainability Policy for an Organisation

Non –hazardous Waste Type	Components	Source
Household Wastes	Food/kitchen waste, used or dirty paper and wrapping, plastic wrapping or bags. Composite wrappers	Hotel’s different departments
Cardboard	Packaging	Hotel’s purchasing and other departments
Paper	Printed documents, brochures, menus, newspaper	Administration, reception guest rooms, restaurants
Plastic	Bags, bottles (that did not contain hazardous material) household goods, individual prortion wrappers for various products	Kitchen, restaurants, bars, guest rooms, administration
Metal	Tin cans, jar lids soda cans, food containers, mayonnaise, mustard and tomato puree tubes aluminum packaging	Kitchen, restaurants, bars, guest rooms
Glass	Bottles, jars, flasks	Kitchen, restaurants, bars, guest rooms
Cloth	Tablecloth, bed-linen, napkins, chothes, rage	Kitchen, restaurants, bars, bathrooms, guest rooms
Wood	Wooden packaging pallets	Purchasing department
Organic waste	Fruit and vegetable peelings, flowers and plants, branches, leaves, grass	Kitchen, restaurants, bars, guest rooms, gardens

Sources of waste in the hospitality industry:

Hazardous Waste Type s	Source
Frying oil Mineral oil Pain and solvent residues Flammable material (gas, petrol, etc.) Fertilizers and chemicals 9insecticied, fungicides, herbicides	Kitchen, restaurants Maintenance service Maintenance service Kitchen, garden. Maintenance service Garden
Cleaning chemicals Ink cartridges IT Disks and CD’s Batteries	Maintenance service Administration Administration, guest rooms Maintenance Service, administration, guest room Laundry room
Cleaning chemicals and solvents used in dry cleaning Fluorescent lights, neon tunes and long –life bulbs	Maintenance service

Source: Journal of environmental management 2014

Benefits of sustainability policy

- **Brand value improvement**

Sustainable practices helps businesses differentiate themselves and position themselves as ethical. It is an important tool in customer engagement through awareness creation. A sustainability policy helps an organization walk the talk, otherwise it runs the risk of losing credibility.

- **Increase in productivity and reduction in cost**

sustainable practices help streamline operations and create efficiencies. Contrary to the belief that sustainability is expensive it actually helps in waste reduction and savings for businesses. This includes resource efficiency such as water and energy, reduction in wastage of food, water and electricity, promotes reuse and recycling resulting in enormous savings.

- **Regulation Compliance**

Governments are increasingly pushing businesses to become sustainable through regulations, compliance standards, fiscal measures and incentives. To operate in such an environment and to take advantage of the incentives and subsidies provided by the government, businesses have to have a sustainability policy in place.

- **Attract investment**

Investors prefer to invest in companies that are sustainable and as mentioned earlier, future proof. Sustainable companies have regulatory compliance and good brand

value among consumers, this makes such businesses attractive to investors.

- **Encourages innovation**

Sustainable businesses are in tune with evolving customer needs and changing regulatory environment, as full fledged sustainability policy provides insights for product innovations.

Hospitality industry to take the lead in implantation of sustainability

Research tracking performance of companies high on sustainability metrics have found higher return on investment in sustainability for these businesses compared to companies operating in business as usual scenario. The high-sustainability firms also performed better on metrics such as return on assets and return on equity. Organizations operating in the hospitality industry have a lot to gain by becoming sustainable businesses. The hospitality industry has great visibility and the chance to become a full fledged sustainable industry in the country at this point. The industry as a whole stands to gain through this momentous endeavour.

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- Pirani, S. I., & Arafat, H. A. (2014). Solid waste management in the hospitality industry: A review. *Journal of Environmental Management*, 146, 320-336. doi:10.1016/j.jenvman.2014.07.038

QUOTES

*“Never say ‘No’, never say ‘I cannot’.
For you are infinite. All the power is within you.
You can do anything.”*
Swami Vivekananda

Legitimizing Absenteeism

Suresh Lulla*

A chronic problem at a steel plant in the late 1980s was absenteeism. There was nothing alarming about it as was just under 1%.

So what did management do about it? They factored absenteeism into the operational plans and budget. Therefore at the stroke of a pen, absenteeism was legitimized at this steel plant!

The Quality Council, at the steel plant, selected absenteeism as one of the five pilot problems to be solved by the Juran on Quality Improvement (JQI) methodology. The business case for this selection included high visibility and ease of understanding the problem organization-wide.

But how can you eat an elephant in one bite? You can only eat it bite by bite, project by project. So the bite-sized pilot project for absenteeism was localized to the Tubes Division.

In defining the problem, it helps to estimate the Cost Of Poor Quality (COPQ). In the case of the Tubes Division, the Works Manager identified the following heads that he considered non-controversial:

1. The appointment of a daily 'badli'

(substitute) worker, who is obviously not as well trained as the absent worker

2. The variation in tube lengths resulting from the 'badli' work. This led to an additional step of cutting and trimming the tubes, burdening production with more physical waste and loss of productivity.

All quite elementary. But what was the COPQ? A non-debatable INR 1,400,000 per month, Multiply that by 12 months and you have an alarming Annual COPQ that corrodes the bottom line of business results.

The diagnostic journey involved meeting absent workers at home. One instance involved the following conversation in the afternoon at the home of a healthy looking absent worker:

“Why are you absent, Sardar?”

“My son is not well.”

“No. just a simple cough and cold.”

“In which case, why are you absent?”

“Sir. It's like this. When I went to our on-site hospital, the paperwork took three hours. Then I waited in another line with my son to see the doctor. That was another hour.

Thereafter, I waited for half an hour for

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the prescribed medication. By which time, sir, you had already marked me absent for the full day”.

The remedial journey lay in re-engineering the admission procedure at the On-site hospital. This process was reduced from three hours to 30 minutes. The results from cracking this project had a multiplier impact on the entire campus of the steel plant. What I did not mention earlier is that the Tubes Division was the

smallest manufacturing unit at the campus.

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- Lulla, S. (2014). Quality Fables: High density nuggets on vision, change, innovation and problem solving. Mumbai, MAHARASHTRA: Suresh Lulla. doi:https://www.qimpro.com/downloads/Quality_Fables_eBook.pdf

QUOTES

*“Arise! Awake! And stop not
Until the goal is reached.”*

*“We are what our thoughts
have made us;
so take care of what you think.
Words are secondary.
Thoughts live;
They travel far.”*

*“Take up one idea. Make that one idea your life.
Think of it, Dream of it, Live on that idea.
Let the Brain, Muscles,
Nerves, every part of your body,
be full of that idea, And just leave every other idea alone,
this is the way to success.”*

“The greatest sin is to think yourself weak.”

*“You have to grow from the inside out.
None can teach you, none can make you spiritual,
There is no other teacher but your own soul.”*

Swami Vivekananda

The Act of Leadership

Mohandas Nair*

We live life 'handling' resources at our command. This act of handling in the context is also referred to as 'managing'. Thus management means handling resources, and an effective manager gets the best out of the resources he/she manages. The underlying message in effective management is the optimum utilization of resources.

Someone said, we manage things but lead people. This statement highlights the difference between managing and leading. In managing, we do things to and with the resources. In leading we assist the resources to give their best. When we manage people, we take charge and get them to do what we want them to do. We are primarily using their 'hands'. When we lead, we are enabling them to use their brains. This is what will get us the best out of them. Thus, when we lead, we paint a picture of what we need to happen, sell the picture to the people and influence them to reach out for the work with enthusiasm. We are leading them to do the assignment. Thus, when they come on their own they will give their best. We optimize their effort.

Over centuries, leadership was defined and explained through the role of the leader. The leader rallied his/her followers to follow him/her and do what was instructed. The leader was positioned by the powers

who ran the system. The followers were coerced to do what was instructed by the leader. The followers had no right nor could choose who their leader would be. They were technically slaves to their leader.

Thus, the image of the leader was a larger than life figure who was brave, daring and could coerce the followers to do his/her bidding, often against the followers' will.

The above concept of leadership invariably had the followers subjugate to the interest of the leader. This was not in line with the concept of an individual's pride in self, in one's capability and interest to change, use one's knowledge and experience to initiate the work processes and bring in change. The followers were sheep who followed what was commanded by the leader, as non-compliance to orders would bring in censure. This resulted in the leader taking the onus in bringing in ideas, and change to move the system forward. The wealth of knowledge and creative instincts of the mass of followers, remained largely untapped. Progress was thus very slow. This is because when responsibility is concentrated at the top of the organization, vision and creativity are limited in the few who are at the top. Diversity of perspectives available with the individuals lower in the hierarchy is untapped.

***Mohandas Nair**, An alumnus of IIT (Kharagpur) with 40 years in Industrial engineering HR, Consulting and Education. He is currently a visiting faculty, corporate trainer and writer.

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By not tapping into the immense potential available within each individual among the followers, the earlier leadership model could not bring in much change and progress. There was no variety in thought and action. When we unleash the potential of many we enable big things to happen. People want to contribute and make a difference only they can. When we stifle an individual's individuality and stunt their potential, we stifle their life. They are no better than machines without the machine's consistency and capacity to slog without tiring.

We need to see leadership from a different perspective. Rather than someone who commands to someone who is a service provider to his/her followers. They should provide the resources and a congenial environment to enable their followers to put in their best effort to deliver excellence. The followers must be satiated to enable this to happen. For this to happen, the followers need to choose their leader. A leader who will help and not hinder their performance.

The followers expect adequate and timely resources in the pursuit of their goals. They also expect psychological support through encouragement, good advice, and would like the leader to be available whenever they need them. If the leader is not up to expectations, the followers will not perform to their ability. They would then prefer to have another as a leader. Since the leader has only a facilitative role and the actions that move the organization forward are performed by the followers, it is the follower's expectations that have to be considered. Thus, true leadership is about followership. The leader is not imposed on the followers. The followers choose their leader.

The followers would prefer a leader who will provide them the support to reach out for the best in them and also enable synergy in group working. They want a leader who will understand them, their needs, the values they embrace and believe in their ability to perform their role successfully.

The leadership expert, the late Warren Bennis used the metaphor of beauty to describe leadership. He said that like beauty, which is difficult to define, and is defined by the beholder, leadership is defined differently by the people who experience it (the followers). Thus, every follower will judge their leader depending on how the leader facilitated their action. Some may want their leader to take charge of their activities and guide them every step of the way. Some others may want to be empowered and left to manage on their own.

Effective leadership is thus a bottom up process and not one dedicated to the powers that be. Followers will give their best only to the leaders they choose to follow. Leaders selected by "authorities" will be followed grudgingly. Only the minimum effort needed to ensure survival will be expended. The leader's effectiveness will be compromised.

Central to the leadership phenomenon:

- It is a process. It happens in the moment. You are a leader when you are leading a group. You cannot have a badge 'leader' and move around with it.
- Involves influence. Without influence you cannot get the followers to commit and get involved.
- Occurs within a group context. Individuals we mentor, coach, counsel, teach.
- Involves goal attainment. There is a purpose and a target.

Thus, leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Some thoughts on grooming and developing leaders:

1. The selection of the individual to be developed is an important starting point. All individuals are not leadership potential. Nor do many see themselves as leaders. Many are content to be good managers. Most others just want to be excellent workers content in being involved in working on technology or procedures rather than handling people. Choose individuals who aspire for leadership; who get a high out of leading a team and getting the best out of them. Leading is a different skill set compared to managing, which, in turn, is different from performing technological and procedural activities. Natural leaders can take charge and perform effectively. However, being developed systematically in leadership skills can help the individual understand multiple perspectives in handling people and processes to enable their effectiveness.

2. A 360-degree feedback or a simple follower feedback could provide information on the follower perceptions on the leader and expectations. This could help provide information on the strengths and weaknesses of the leader and the focus of the development process.

3. A short course on leadership development to build in concepts on leadership could be valuable information base for the leader to tap in whenever he/she is reviewing any incidents observed during assignments. The development program could have some or all the following components:

- Concepts on leadership: theories, hypothesis, etc.
 - Case study discussions
 - Role plays in handling situations involving people and groups
 - Instrument feedback in various areas like: leadership ability, assertiveness quotient, conflict management styles, etc.
 - Management games
 - Sharing experiences and perceptions with other participants in the group.
 - Sharing experiences and perceptions with successful leaders.
 - Sharing perceptions and expectations with followers.
 - The above input will primarily help the individual understand leadership at the conceptual level.
4. To enable skill development, the leader will need to be provided assignments where he/she will be called upon to lead teams of individuals. A senior member of the organization could coach the leader. There should be feedback from all participants, including the members of the team on a regular basis both formally and informally.
5. Having a mentor: a friend, philosopher and guide, could be valuable support to the leader as he/she works towards building confidence in his/her ability to lead teams successfully. Mentors are there when needed. They do not interfere with what the leader does. Depending on the need the mentor will coach, guide, counsel or network to provide expert support, should the leader need them. Having a mentor will enable the leader to work independently, confident in the knowledge that should he/she need support he/she could touch base with a confidante who has their interest in mind.

Responsible Netism...

Madhav R Gondhalekar*

RESPONSIBLE NETISM aspires towards building a cyber safe world for children and adults by promoting cyber wellness and responsible online behavior.

Cyber community has played an important role and put extraordinary effort in ensuring the safety of our digital learners. All Internet users, have been in this journey together, and today many good number of people with a common vision of advocating the positive use of technology to ensure the prosperity of the cyber community is named Responsible Netizen (Citizen of Net).

Dynamics of Netism

Following priorities shape our view of cyber awareness:

1) Cyberspace

One of the major benefits of supporting the fostering of cyber wellness is its impact on the national and global security and its role regarding cyber psychology. All these are unrealistic without introducing the use of technology as a way to empower security from a global perspective. Cyber security is an advancement in protecting computer systems from any form of disruption or misdirection, and this effort is evident. In summary, to secure the cyberspace, a conceptual idea is on the ground, and it involves three major processes; threat prevention, detection, and mitigation by quick response. We realize benefits of

improved cybersecurity such as the growth of private sector through e-commerce and e-markets, international cooperation links, better organizational performance due to reduced transaction costs, limiting national and world corruption, competitive business environment through cross-border transactions and transparent financial transactions by governments.

2) Cyber psychology is a new discipline directed to the study of the impact of technology on humans through their interaction in cyberspace. The question is, “has such interaction benefited or exposed the consumers to further economic frauds?” It is two way, branding of products in the most appealing way and providing an online shopping platform inclines the consumers to shop online, but at the back of their mind, they don't trust the products. It can be so hard for a consumer to analyze the information that is not misleading by just going through the online market. On the other hand, it enlightens the consumer on the procedure of confronting or distrusting online branded products. There are ways to reduce online fraud, for instance, seeking the right information actively, proper consideration before making a decision and developing brand loyalty. Most analyzers have revealed that excessive website information pressurizes humanity. Cyber wellness is important in

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educating humanity on proper, secure and adequate use of the internet.

3) E-readiness

Participation in the electronic world is key to any country or state. This can't be realized without a level of preparedness because it is dependent on the level of ICT. The level of technology embraced by the government and its citizens directly relates to its economic development. Data management is key to avoid data syndrome that is the inability to manage the volume of information acquired from the web. Excessive use of the internet can lead to a condition of addiction that an individual is not able to perform a task without browsing.

4) Online safety policy

The repercussions of exposing our little ones to online platforms including the social networks is huge. It is against the law to expose the children to explicit internet content and videos. The rules to the kids are, do not hide anything that makes you feel uncomfortable, never agree to meet any online friend without parents' knowledge, never post personal pictures, personal passwords are not to be given to anyone other than parents. The government is playing a key role in setting a base in cyber knowledge by integrating online education into the curriculum at early stages.

5) Media

The role of the media has attributed a lot in ensuring that child safety is guaranteed. They have gone a mile ahead to report on the few cases of child safety failures giving way for the perpetrators to be put to justice. This is their important mandate since the children are the future.

6) Gamology

The term gamology is a very new concept

but not in the cyber-world, it is a form of physical activity known as online gaming. Online games are designed to represent the world; it gives a child better understanding of the real world.

7) Cyber hygiene policy

A safe internet is a product of the safety policy. Incorporating cyber wellness into the curriculum is a chance for them to know the dos and don'ts while in the cyberspace. Educators' role is to stress the importance of the of cyber education as the government provides the requirements.

8) Law enforcement and cyber care

The role of law enforcers and cyber caregivers about cyber security, is playing key role; apprehending violators is a mandate of the police but reporting them is our duty. Therefore, there should be contact between the two parties. They should be available to assist newcomers through online chat platforms. Through the ministry of information and technology, the government should form a committee to ensure that all recommendations and views towards cyber awareness prevail.

The movement RESPONSIBLE NETISM aims at enabling children, youth and adults to experience the JOY OF INTERNET such that they fully understand its comprehensive impact and become responsible in their presence and conduct on the World Wide Web to protect themselves from online threats and consciously engage in safe online behavior.

Irresponsible netism attitude and its impact

Unmonitored internet access under age 10 increases vulnerability and could encourage unhealthy habits affecting their behavior.

Exposure to online games mostly from unauthorized websites could pose various dangers and threats that children and parents need to be aware of and the risk of unfiltered content open for viewership, due to the lack of awareness about parental control applications among parents leading to exposure to age inappropriate content. Children have faced online distress at various levels, but had no one to share it with or seek help. Sessions provide need to the conducted which a platform to discuss, share, learn and take corrective action. Children are aware of illegal online activities and often indulge in them, but are unaware of its legal implications.

The biggest myth they do not seem to accept is that nothing wrong would happen to them since they understand technology better than any adult and hence do not seem to use and follow steps to protect themselves.

CONCLUSION

It is the need of the hour time to urgently include topics in academics like cyber safety, cyber-crime, types of cyber-crimes, prevention and guidelines for protection, advantages of cyber safety and laws on online safety. This would enable an organization to to build a smarter and digitally safer space to work and live in.

QUOTES

*“Learn everything that is good from others,
but bring it in, and in your own way adsorb it; do not become others.”*

*“Take risks in you Life”
If you win, you can Lead!
If you lose, you can Guide!”*

“You cannot believe in God until you believe in yourself.”

*“The word is only the external manifestation on
the material plane.”*

*“Those who deal too much in words and
let the mind run always in the force of words lose the spirit.”*

Swami Vivekananda

How we created a Magical Team

Amit Shah*

In my career, I have managed various teams in different functional areas and industries. However, one experience, which stands out, is the team that I managed from 2004 to 2006 at EDS. This was the New Business Analysis (NBA) team.

In a recent get-together of the team, I found that the team members have done extremely well in their careers and are at senior levels in different industries. During the get-together, the team started talking about the time that together and it was a more or less a unanimous opinion that working in NBA was the best time of our career, everyone was stretched mentally, physically and professionally to achieve their career goals. At the same time, the team had tremendous fun and the friendships formed have lasted over a decade and team members have stayed in touch.

Since, everyone was talking about great time in the NBA team. I was curious to know, whether they had been able to create similar teams later in their careers? When I questioned them, the answer was consistently, we have managed to create some great teams, but none of them came close to what we were at NBA. That led me to start asking them - What did we do that created this winning team?

Can we utilize the learning from that experience and use it to create other magical teams that not only achieve their business goals but people enjoy working in that team and remember it more than a decade later? Based on that objective we started looking at factors that resulted contributed in this and given below is the gist of the findings.

When asked, what did you really like about the NBA team? The answer invariably was "the culture" when asked what do you mean by the "NBA culture"? The response was:

1. An extremely open culture, where the managers, team leads, and colleagues could give good and bad feedback to each other openly;
2. All decisions impacting the team were transparent and fair.
3. Lots of fun and it was not limited to once in a month or quarter. Every day was a Fun day!
4. Intellectually stretching, learning, and growing.
5. A genuine team! Everyone was ready to help everyone else and everyone was ready to take help!

How did we create this winning culture of our team? And what are the lessons, that can be used to re-create such teams?

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1. Homogenized team: One of the biggest factors that aided in developing a strong culture was we had a homogenized team. The team members were extremely intelligent, had good functional knowledge in finance, came from an age group of 25-32 years, were ambitious, and had good communication skills.

Lesson: Having a homogenized team helps to develop a subculture much more easily than a diverse team across age groups, qualifications, intelligence levels etc..

2. Insulated from others: The NBA India team for all practical purpose was highly insulated from the rest of the EDS organization and only interacted with other departments for their deal-related work. This allowed the team to develop a culture that was different from the culture in the larger organization.

Lesson: Insulating your staff from the rest of the organization, which may not have the desired culture, by the manager becoming a buffer between his team and the rest of the organization, helps the team to develop its own winning culture.

3. Continuous verbalization of the desired culture: At NBA we used to continuously verbalize about the culture that we wanted to have. Not only the leaders, but also the team members used to verbalize the culture that they wanted to have.

Lesson: Having a Mission and/or Vision statement of an organization painted on the walls is not enough to develop a culture. The same needs to be verbalized by everyone till it percolates into the subconscious and everyone in the

organization is aware and exhibits it.

4. Walk the Talk: The manager and the team leads used to "Walk the Talk" on the culture.

Lesson: The biggest reason, why the Vision and the Mission in most of the organization do not percolate down, is that senior managers do not walk the talk. As the saying goes "Your action speaks louder than your words" and the team members are intelligent enough to immediately know when the managers are fibbing or is genuine.

5. Teams create their own culture: Everyone in the team had a common goal: "Working in NBA team is fun." The team members were encouraged to come out with ideas that could make the NBA a fun place to work with. The team used to refer to books like "The Fish" to come out with ideas and implemented them.

Lesson: Every team member needs to be aligned with the culture that the team would like to have. Creating that culture is not a responsibility of the HR or the manager of the team. Team members need to be encouraged to come out with ideas on what they would like to do and the same needs to be delegated to the team to implement thus driving ownership for the ideas and developing the culture.

6. Stretch Assignments: The NBA team members were intermittently stretched mentally and physically whenever they needed to support a complex deal.

Lesson: It is very important for a high performer to be stretched physically and mentally once in a while, as it helps to

develop a sense of satisfaction and achievement. However, if the stretch is for too long a duration impacting the “Work-Life Balance” and physically tiring out the employee, then the performance deteriorates and the person loses interest in the job.

7. Rewards and Recognition: NBA team used to be rewarded from the Sales bonus kitty whenever a deal was signed, which was highly appreciated by the team.

Lesson: It is very important to celebrate wins and give special rewards. However, when the rewards are given out, the entire

team needs to feel that the person getting the award deserved it for the work that was done.

To conclude: While we were blessed with a unique combination of circumstances that enabled us to make the NBA a winning team and the same may not be available to everyone due to the nature of the work, organizational culture, policies etc. I do believe that as managers we can work within the constraints and still improve the work culture of our teams. The only thing that is needed for doing this is a deep desire within us, as managers to develop a winning team.

QUOTES

“In this world everything depends upon one’s words.”

“Sweet words are heard afar.”

“Thought is the power of the word, the word is the expression of the thought.”

“Wherever there are sensations, ideas, emotions, there must be words.”

“Words are not necessary. Better is silent prayer.”

“Words are only the external forms in which things come.”

“Words are only a mode of mind acting on mind.”

Swami Vivekananda

CASE STUDY

Make To Order Strategy at Dell Corporation: A Case Study

Dr. S. Lakshmi*

ABSTRACT

Make to order supply chain is what Dell Corporation has differentiated itself from the competitors. Its emphasis on Direct model facilitates immediate feedback from the market and also follows the demand pattern. Dell reduced the cycle time and is able to maintain variations in the product. The Dell corporation is focusing on Group technology or cell layout to make products of customer specifications. The Direct model emphasis on fulfilling customer orders and value creation across the chain. Here an attempt has been made to study review of related studies and to design, develop and manage Supply chain effectively.

KEYWORDS: Make to Order, Supply Chain, Direct Model

Introduction:

In 1984 Dell Computer made entry to the PC industry essentially as a logistics firm (Fields 2004). Dell wanted to make profits from gains of trade in two principal ways: (1) by eliminating intermediaries from producer to consumer and saving the cost incurred for these actors and (2) by reducing the time among the various stages of supply chain, thereby cutting costs that are associated with the inventory in warehousing. In 1981, IBM began producing personal computers, it outsourced all the components and to create an open product architecture which going to affect Dell PC industry . Dell's strategy as a new entrant was to challenge the supply chain and a more direct relationship to the final customer. The Dell computers accomplished reduction in the lead time that the product sat in the

sales channel as inventory, thereby eliminating inventory-carrying costs and by 1987, with Dell and Gateway selling direct, computer dealer accounted for 56 percent of the total shipments, while the various indirect channels together accounted for 80 percent to 90 percent of all PC sales (Steffens 1994, 260). It was a strategy for producing PCs-profitting not from production, but from the logistics of making and marketing the product. In 1998, Dell Computer employed largest work force in central Texas, and was expanding their European facility, in Limerick, Ireland. There were five plants: three in Texas, one in Ireland, one in Malaysia. A sixth plant was planned for China, and a seventh was planned for Brazil. Customers were initially divided into three categories: Large businesses, Small to medium businesses, and personal

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consumers. Each group was supported in a manner consistent with their requirements. Large businesses had dedicated sales people who managed the orders. Small and medium businesses shared sales staff who insured that the needs of these businesses were met. Individual customers interested in Dell's products were served by either telephone based inside sales people, or later by the sales system on the Internet. All customer accounts basics was the famous Dell Direct distribution strategy.

As Dell eliminated middlemen not only passed the savings to the customers in the form of lower costs, but was also able to understand customer requirements and adapt to market changes faster than competitors. Second, Dell built computers directly for customers, not for inventory. This meant that the company did not waste resources building systems that may not reach a customer, need staffing positions to move inventory around the world, or spend time managing and tracking inventory, and reworking systems that become obsolete before purchased. Third, Dell Computer practiced just-in-time manufacturing, where trucks with vendor parts pulled up to one side of the plant, and unloaded Dell Computer Corporation Fourth, information systems tied together the entire company, routing orders to the next step in the business process and eliminating waits, backlogs, and losses. Michael Dell explained, 'In this business, it is not about how much inventory you have, but about how fast it's moving through the cycle. I don't want a warehouse of stuff, because it becomes obsolete so quickly. With our model, we start with the customer whose order pulls inventory through the channel. That results in our ability to deliver a desktop computer in 3 days which is

configured exactly as the customer wants. That provides a great deal of value'.

Research Methodology:

Here an exploratory study of analyzing Dell Direct model is used. An in-depth analysis based on literature review of designing ,developing and managing Build to Order Supply Chain model (BOSC) is taken for the study.

Research Implications:

A 57 billion dollar industry, Dell employs its unique supply chain configuration unlike any of its competitor. The company was the first to introduce a configure-to-order (CTO) model where customers could have millions of configurations to customize their PCs according to their requirements. Through the direct sales approach, Dell builds the order, which helps the company to introduce new products and technologies faster than its competitors. Dell's model has made the company in estimating customer needs, forecasting demand, and providing low-cost PCs to customers.

The only drawback is that the business model takes for shipment time of about 7-14 days, as PCs are made after an order is placed.

Dell's long history of direct customer sales (about 2 billion customers), gives them a complete understanding of customer intelligence and help gain a competing advantage over their rivals. Maintaining close knit with customers , helps Dell precisely meet the demand and maintain low inventory as possible. Also since limited configurations are produced, which makes maintenance and troubleshooting for the original equipment manufacturer (OEM) less complex, thereby the sales and support service can be extended easily.

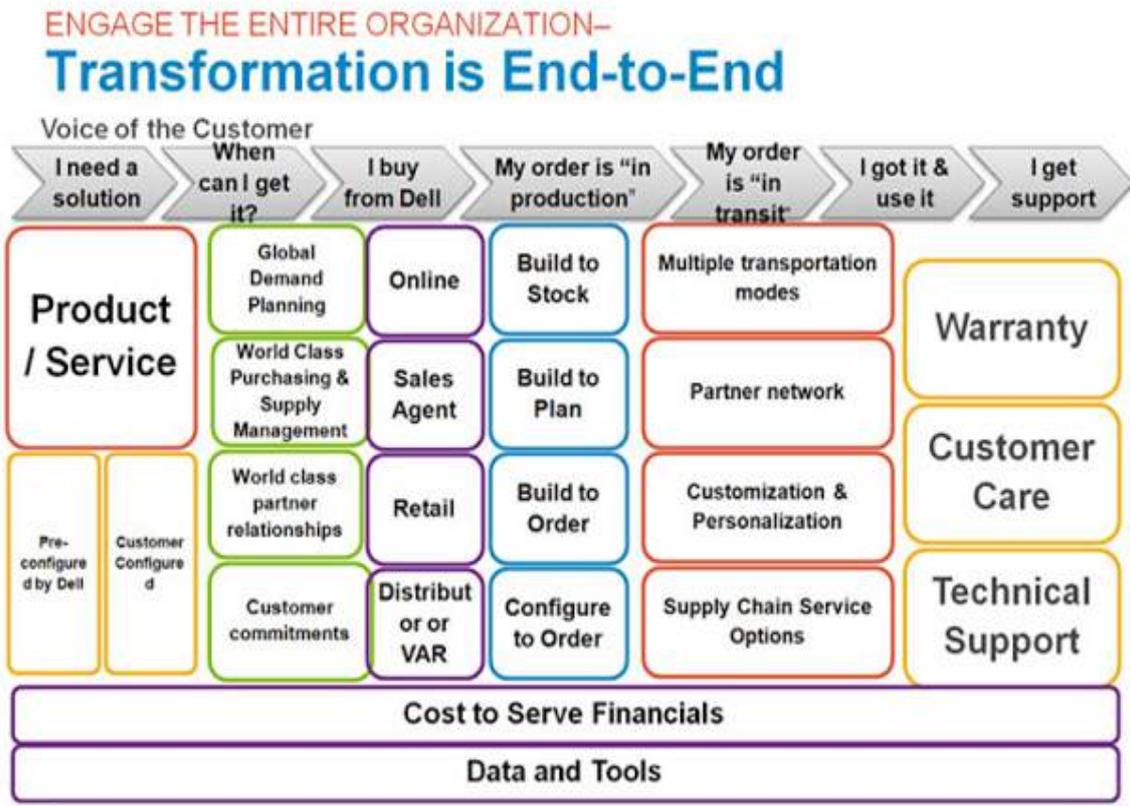


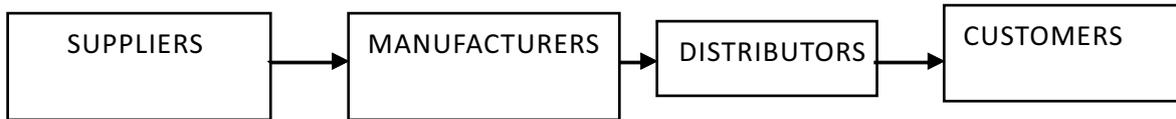
Figure 1 Source: Dell Inc.

The two models BTO and CTO in their supply chain, Dell has to deal a lot of complex process every time. To regain all of their investments made on End User Computing growth strategy and to convert all of losses to profits, Dell must excel in all of their departments to generate revenue and improve profit margins with improvised supply chain strategy. A supply chain is mainly aimed at serving the ultimate customer and processes get triggered in relation to customer demand. The concept of 'PULL' in supply chain is

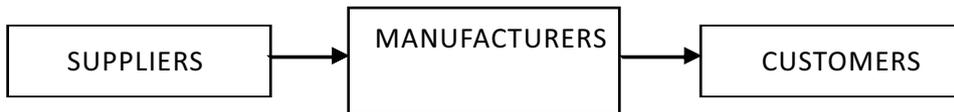
about in response to a demand. The concept is reactive but brings value creation to customer by allowing flexible configuration of products. The advantage to the focal organisation in this process it reduces finished goods inventory by postponement.

The one person builds cells that populate the heart of the plant enhance flexibility-a critical philosophy of cell-layout technology is what followed by Dell Technologies.

Model 1: Dominant Model (Arms length transactions from one entity to the next)



Model 2: Dell's Direct Model (Eliminates time and cost of third party distributors)



Model 3: Virtual Integration Model (Blurs traditional boundaries and roles in the value chain)



Figure 2. Three Models of Personal Computer Industry Value Chains

The Dell Direct Model (Source: Dell Corporate Web Site, May 1998) Dell's award-winning customer service, industry-leading growth and financial performance continue to differentiate the company from competitors. At the heart of that performance is Dell's unique direct-to-customer business model. "Direct" refers to the company's relationships with its customers, from home-PC users to the world's largest corporations. There are no retailers or other resellers adding unnecessary time and cost, or diminishing Dell's understanding of customer expectations. There are several reasons as to Why customers and investors are increasingly turning to Dell and its unique direct model. Their unique features include

price for performance, product variations, greater flexibility in design and configuration, continuous support and service, faster response time, latest technology and superior shareholders value. Christopher (2000) has argued that agility is an important factor in supply chains. In BOSC, companies need to be market sensitive, and to leverage information technology, hybrid strategies, and postponement tactics. The major issues that need to be addressed when developing BOSC are discussed in this section using criteria used to classify and review the literature, including: (a) BOSC and organizational competitiveness, (b) implementing BOSC, (c) the operations of BOSC, and (d) BOSC technology.

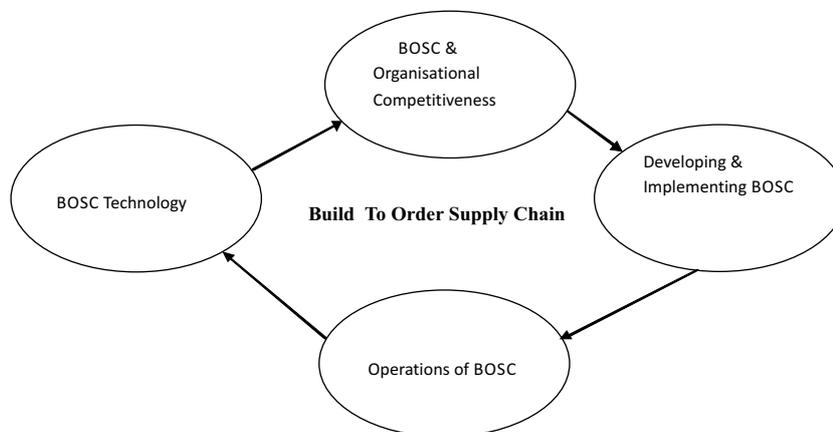


Figure 3: Model of Build to Order Supply Chain

BOSC and organizational

competitiveness: The strategic planning of BOSC is important, considering the factors that are internal and external to business organizations. For example, external factors such as economic, political, market, and competitive factors have significant implications on companies that are developing BOSC. Corporate and business strategies should be based on both of the above factors. The environment should be conducive for the strategy of BOSC. Market factors such as the nature of the market (global and mass customization), product innovation, technological development, business risk, barriers to market, and so forth should be considered while determining the choice of BOSC. Michael Porter five forces ., customers, suppliers, competitors, new entrants and substitutes should be considered in developing the model. Since BOSC involves global supply management, this necessitates considering all of the related factors among participating countries both from the supply and customer sides. Developing a decision support system would help managers make decisions on developing business strategies for BOSC.

Developing BOSC: It starts with the design of products and corresponding procurement systems. Once the design of a product is available, the question of modularity should be addressed. Two important issues need to be examined: (i) commonality or clusters of components and (ii) modularity (subassemblies) for determining the point at which products are differentiated along BOSC. Managers need to develop a framework for developing suppliers and partners based on parts and services, as logistics requires reaching customers with the right products as soon as possible and in a low-cost way. Suitable performance measures and metrics should

be developed to evaluate the suppliers and their products and services based on the need for BOSC. Logistics, in particular 3PL, is crucial for the timely delivery of products to global customers.

Operations of BOSC: The operations of BOSC require making decisions such as planning and forecasting, and coordinating and monitoring. The type of planning activity in BOSC involves determining the demand for components, and the timing and volume of orders to suppliers. Since BOSC is a "pull" system or a make-to-order system, the materials are pulled through the system based on customer orders. Obtaining the necessary resources will be the next step in this model. These include raw materials, components, and other support services. Once the production process has started, it has to be monitored in real-time mode with the help of a web-based information system. They are also responsible for scheduling the building of products, quality control, and inventory management. Operations managers should be knowledgeable in the pull type of production system, which includes Kanban, dynamic process quality control, and so forth. Managers should develop performance measures and metrics to measure the performance in areas such as planning and forecasting (for example, bullwhip effects), coordinating, and monitoring so that the timely delivery of quality products is ensured.

Information technology: Information technologies such as Electronic Data Interchange, the Internet, the WWW, Enterprise Resource Planning, and RFID facilitate the integration of customers and suppliers or partnering firms along supply chain. Information managers are responsible for selecting and implementing a suitable ERP system, developing an ecommerce enabled customer-order system

to facilitate the exchange of customer requirements in real-time and also to communicate with suppliers on components and other support services. While selecting and evaluating information systems for BOSC, managers need to look at various performance indicators, including tangibles (such as inventory level, manufacturing cycle time, defective rates, set-up time, etc.), intangibles (such as the motivation of the employees team work, the good image of the company, etc.), financial issues (such as profits, revenues, sales, etc.) and non-financial issues (such set-up time, product development cycle time, inventory turnover, throughput time, productivity, flexibility, etc.) measures of performance, and the overall strategic impact on the company.

FUTURE IMPLICATIONS:

In line with this strategy, Dell plans to develop unique models for education. For China, it is optimizing their offerings with different colours, richer configuration and thinner form factors. In this line, Dell's Wyse business, the cloud –client computing business is on a growth perspective with revenues touching \$ 1 billion. Dell believes that this is the real future for generating revenues and is working on for long term growth.

The PC industry and other industries can use the Supply Chain strategy to reap so many benefits like at most customer satisfaction, less lead time, less inventory, fast response time latest technology and competitive price.

CONCLUSION:

The change in market trends, made Dell's

PC business to experience market share losses. Due to this Dell has transformed its core principles and devised a new strategy called the 'End user computing' growth plan that deals with simplifying its business, gaining new market share through new prospective customers, employing end-user computing solutions and providing alternate computing solutions.

Dell is to introduce a 'Smart Selection' program where it will pre-build the most popular PC configurations and ship them within 24 hours . With this new build-to-order (BTO) model complementing its existing CTO model, Dell hopes to provide a wider set of options that will be available for customers to choose from. This initiative changes the supply chain for Dell, since it now has to think about increasing the warehouse capacity.

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QUOTES

*“In a conflict between the heart
and the brain, follow your heart.”*

*“In a day when you don't come across any problems,
you can be sure that you are travelling on a wrong path.”*

*“Who is Helping You, Don't Forget them.
Who is Loving you, Don't Hate them.
Who is Believing in you, Don't Cheat them.”*

*“Talk to yourself once in a day.....
Otherwise you may miss meeting an excellent person in this world”*

*“Anything that makes you weak, physically, Intellectually, and Spiritually,
reject it as poison.”*

Swami Vivekananda

Noble Path To Management: An Insight Into Perspective Of Buddhist Philosophy In Management

Manish Prasad Rajak*

ABSTRACT

In this era of economic melt downs, corporate frauds, dearth of ethical leadership and degradation of human values and exploitation of people and environment, the need of time is to revisit our ancient philosophies to address the issues that have plagued our society. Buddhism offers a unique spectrum of ideologies and remedies that can help in overcoming the managerial, economic as well as social issues of 21st century. Buddhism addresses the root of every problem and it is more of an ethical philosophy than a religion which is most compatible with modern thoughts. This paper provides a review of the Buddhist thoughts that can be used to address management issues of 21st century and serve our purpose of developing a holistic and sustainable management theory.

KEYWORDS: *Values, Profession, Morality, Legendary, Personal Buddhist philosophy, Western management, holistic management, Buddhist economics.*

Introduction

Every single human activity that is undertaken around us has a point of origin. This point of origin invariably is located within the creator's or the performer's own 'self' and whatever is done by us is the product of our imagination and thought processes. From this perspective, every creation by us is to be seen only as an extension of our self, as these creations are the material embodiments of our thoughts and imaginations. Problems, however, arises when people narrow down their "selves" too much and delink these from the selves or well-being of others. In such situations when people are guided by narrow selfish pursuits, their vision gets blurred; the greed of the more powerful ones leads to exploitation of others, and thus the

harmony within the society and within organisation gets jeopardized. A clear testimony to such prevailing as well as emergent disharmonies is obtained when one looks at the post-2007 global business scenario and to the saga of decline of some of the greatest corporations and businesses around the world. In fact, the global financial melt-down episode has laid bare the inconsistencies and deficiencies of the modern management theories that were fashioned following the "mainstream" Western thought currents and were based on strictly 'utilitarian' principles.

In the last couple of decades it has been observed that there is surge into finding an alternative management philosophy; more holistic and spiritual in nature than the utilitarian and self-centred profit oriented

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theories fed by the western models. Indeed in the recent years the fall of some of the erstwhile powerful western economies and corporations has made scholars worldwide to venture into a new management and economic philosophy that can be pursued in order to have a sustainable and holistic growth. Moreover the rise of the Asian Economies in recent years has shifted the centre of world power towards East-the land of oriental philosophy, a philosophy that is shared on a common ground of Buddhism-the major religion of South East Asian nations including India which is the birth place of Buddhist philosophy. "Bahujana Hitaya, Bahujana Sukhaya" –'for the welfare of many and for the happiness of many', is the ideological and philosophical base of Buddhism; a religion that was taught in India some 2500 years ago by Gautama Buddha. Although Buddhism was never considered a religion by Buddha himself, rather he believed it to be a philosophy of self-actualization based on principles of love, kindness and compassion for the fellow beings to achieve the highest goal of Nirvana.

Buddhism

Some 2500 years ago during the 6th century BC, Siddhartha Gautama gave the world the philosophy that we know as Buddhism. The word 'Buddha' means the enlightened one and the prescription that he gave to the world in form of his teachings is considered to be the Buddhist philosophy that is being followed by a huge population in Asian continent as well as other parts of the world. Buddha realized the purpose of his life by attaining the highest form of liberation; his most basic and foundational teachings that we know is the Four Noble Truths and the Eight fold path. The four noble truths that Buddha taught were- the truth of suffering, the cause of suffering, the cessation of suffering and the path that

leads to the end of suffering. The noble eight fold path of Buddha are- Right speech, right action, right livelihood, right effort, right mindfulness, right concentration, right thought, and right understanding. His teachings deal with the ten qualities that are needed to attain Buddha hood –Charity, Precept, Renunciation, Wisdom, Energy, Patience, Truthfulness, Determination, Loving kindness, and Equanimity.

Buddhism and its relevance to modern Management

Buddhism has the uniqueness of being the only religion that is more of a philosophy and an ethical prescription for life. Unlike other religious beliefs which emphasizes salvation through worship and belief in God; Buddhism advocates salvation through improving oneself and attaining the highest form of spirituality for the greater good of the society. The philosophy of Buddhism is considered to be the most compatible to contemporary philosophies, be its art or science. Management is one such area where Buddhist principles can be applied in order to have a holistic and sustainable business practice, the philosophy which existed some 2500 years ago are still relevant and can be extensively utilized to compliment the existing theories and fill the gaps for the benefit of all.

Buddhism is firmly based on fundamental ideology of middle-path, between the two extremes- extreme asceticism and self-indulgence, or the path of moderation. In the field of management it can be related to choosing a path where only motive should not be selfish gains/profit or absolute altruism but develop oneself and to make the society a better place to live in. Buddhism emphasizes on self-development, non-violence, kindness, love and compassion, it discards the 'Utilitarian'

motives, and is based on learning, sharing and sacrifice. Today we see that things are being loved and people are used for satisfying our selfish goals, whereas Buddhism strongly believes in the fundamental truth of universal love and brotherhood.

Buddhism has its own unique management theory and practice, which has evolved over a long period of time. As early as Buddha's time, the Sangha community has had a well developed administrative system which over time endured numerous changes and evolved into sophisticated methods of management and leadership . Buddhist practices can bring a high level of improvement to the quality of a person's life in and outside workforce, and its application would lead to a greater organizational performance without politics, greater acceptance without being narrow-minded, to greater satisfaction without feeling of exploited and to a better view of company's long term direction without obsession for short term profits (Marques, 2010). Buddhism asks people not to be avaricious and never to seek benefit for its own interests at the expenses of others.

From the Buddhist perspective there is nothing wrong with Economic progress, unless it stimulates attachment and greed, on the contrary if it serves to alleviate suffering it is welcomed. Gautama Buddha with his teachings of non-violence, tolerance, peace, love, equanimity, brought a great change in the then Indian Society (Majumdar, 1952). Buddhism has always considered the various aspects of social life as an important component of development, and it included a system of sustainable economics. Buddhist texts emphasizes that the accumulation of wealth

is the fruition of good past Karma and that giving away wealth to earn merit is the best human expenditure.

In Buddhism the spirituality and the socio-economic development go together and it can be compared to a chariot, where spirituality (Charioteer) leads the two wheels of socio-economic development . Besides being a carrier of culture and civilization for the whole of Asia, Buddhism affords the unique spectacle of a doctrine of salvation propagating itself on a hitherto unprecedented scale entirely by peaceful means. In the course of its long lasting history it has given the world and continues to give an ethics based on ideal of absolute altruism (Sanhgarakshita, 1980,pp 3-4). Buddha believed that the well being of society depends on the sound economic basis (Warder, 1970). The goal of Buddhism is not heaven or union with God, but to find a refuge for man from the miseries of the world in the safe heaven of intellectual and ethical life thorough self sonquest and self-culture.

Buddha stressed on right livelihood and had given a lot of message related to excellent economic strategy, economic laws and business skills (Shakya, 2009). Buddhist concepts, like the five precepts and the eightfold path have implications on ethical behaviour; in particular these beliefs can manifest themselves in a number of different aspects of management including leadership, team building, personal development, the use of harmony over conflict and a more gentle approach to people management (Rarick, 2007).

Buddhist social ethics do have a worldly orientation and they are nevertheless inconsistent with the capitalist values

(Cohen, 1984). Buddhism can be used to overcome the theory-practice divide and instigate and promote change towards sustainable economics (Daniels, 2007). Buddhism is about emotional sensitivity which cannot be fully described or ever codified like in religions of book; it is about reconciling paradoxes, coming to terms with suffering, it is about improving oneself to change the world (Henry, 2013). Human beings are facing threats of global warming, financial crisis that is being faced by almost every nation globally. The cause of the two major crises, come from one common origin, namely, human greed. These problems can be dealt effectively through the clear understanding of Buddha Dhamma or the teaching of Buddha, and Buddhist economics (Puntasen, 2009). From the Buddhist perspective all the crisis situation in the Global economy are no more than a result of malpractices adopted by modern man (Dhammadassi, 2009). Problems arise when human beings start to hoard the surplus for the sake of own profit, this leaves others facing scarcity and poverty. According to Buddhist principle surplus should be produced but the surplus should be distributed for the well being of everyone (Puntarigivat, 2007). The Buddhist monastic code and other Buddhist principles can illuminate the following three modern categories of Governance-(1) Leadership Skills (2) Decision making (3) Problem solving, which teaches us that a better world is possible and that it can be achieved through wise and compassionate governance (Brahm, 2007). Buddhism has got much to offer to enlighten the corporate executives, government officials and politicians about the dangers of excessive greed, which in this paper the author is throwing light from lessons given by Buddha (Monksfield, 2009).

Buddhism believes in benefit not just for oneself but for the society as a whole, it doesn't judge people's goodness or badness from the size of their wealth because wealth is considered merely a stairway to other goals, not goal in itself. The proper conduct concerning wealth according to Buddhist ethics can be summarized as-

1. Seeking: seeking wealth rightfully
2. Using: a) to support oneself b) to share with others c) to contribute to beneficial and meritorious activities
3. Attitude towards wealth obtained: not to be infatuated with wealth, but utilize it mindful of its advantages and disadvantages, to have a mind that is free and to use wealth for further spiritual and intellectual development .

Buddha advised the leaders not to live in the lap of luxury but to live a simple wholesome life to serve people rather than pursuing idle pleasure. A leader cannot earn trust and respect of his people if he doesn't set a good example; with love and respect for his people he can win their support and love. Buddha believed that leading by virtue differs from leading by law and order, as a virtue doesn't depend on punishment but on mutual love, respect and virtuousness.

The leadership in Buddhism is that of mutual love and respect, indeed Buddha never belied himself to be a leader but equal to all. His leadership was based on the modern concepts of decentralization, shared support and responsibility, mutual respect and harmony, communication and interaction, and democratic governing.

Conclusion

It would be partial and ignorant to say that Buddhism is the only answer at our disposal

to develop a practical, holistic and universal business management framework to address the various issues that have plagued our times. But is definitely the most viable and time tested philosophy that offers solutions which are practical, universal, secular and static in nature unlike modern philosophies or some other ancient philosophies which keep on changing from time to time. The need of our time is to understand that there is something wrong with our existing beliefs and should work towards overcoming our defilements; Buddhism offers us the path that we have been searching for. Management in itself starts from an individual, as the problem starts with 'I', 'Me' and 'Mine' so does the solution lays in us only. Buddhism with its simple yet influential philosophy can help in understanding the 'self' that we have been talking all this time. Not just the basic of teachings of Buddhism but the entire Buddhist philosophy can be studied and related to management of people, organization as well as ourselves to attain the highest goal of life-wellbeing of oneself and the society.

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QUOTES

"All power is within you; You can do anything And everything."

"Always try to represent yourself happy because initially, it becomes your look.

Gradually, it becomes your & finally,

it becomes your personality."

"Be a Hero. Always say, 'I have no fear'."

"Education Is the manifestation of the Perfection already in man."

"Persever on, my brave lads, We have only just begun. Never despond! Never say enough!"

Swami Vivekananda

Online Research Groups As Knowledge Sharing Tools: Perspectives Of Research Scholars And Group Moderators In India

Stuti Saxena*

ABSTRACT

The purpose of this paper is to assess the usefulness of online research groups for facilitating knowledge sharing among research scholars in India. Structured interviews were conducted with 43 research scholars from three online research groups (one from List-Serv and two from Google groups) to share their perspectives about the benefits of these research groups. Besides, three interviews were conducted with the moderators of these groups to assess the utility of these groups for the research scholars and the challenges in running these groups in the capacity of group moderators. Since all the three research groups were related with research methodology, the respondents perceived that they found the groups informative which served as valuable sources of knowledge. Besides, peer learning was facilitated and there was mutual cooperation among the group members which was helpful in clarifying any research-linked doubts. Further, information regarding seminars, conferences and workshops on research methodology were shared in the groups. Finally, the respondents found these groups as avenues where they were able to secure research links and got their surveys done by placing their request in the groups. From the perspectives of the group moderators, running the research groups was a major responsibility, however, the altruistic motive supersedes other challenges linked with the time spent in managing and monitoring the groups. Hitherto, most of the research on knowledge sharing has remained focused on non-academic settings and those based on academic settings are negligible; this study plugs this gap. Second, the utility of online tools for knowledge sharing has been underlined in the Western contexts; this is the first study where the utility of Google Groups and List-Serv has been gauged from the perspectives of the research scholars and moderators based in India.

Key Words: Knowledge sharing, Google Groups, List-Serv, India, Research scholar, Moderator, Research methodology, Online research groups, Interviews

Paper type: Research paper

Introduction

Internet serves as a means of harnessing a plethora of information available on the web (Lawrence and Giles, 1999). Further, the impact of ICTs has been monumental in the manner in which education has shaped over the years (Rowlands et al., 2008). ICT plays a significant role in distance education, digital libraries and

museums (Menou, 2010). The dependence upon computers and internet for research, publication and communication has increased over the years (Barjak, 2006; Berry et al., 2010; Thelwall et al., 2008). This is true for research scholars and graduate students who use ICT tools for information retrieval in their academic projects. Consequently, scholarly

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communication has changed in its nature and scope. Scholarly communication has become more “virtual” on account of ICT advancement and scholars are finding different means of networking and collaborating with others. For instance, peer learning and research collaboration among scholars (Bahzadi and Davarpanah, 2013) is facilitated with the help of online communities and social networking tools (Chu et al., 2017).

In this paper, we pick three online research groups (one from List-Serv and two from Google groups) which are run in India and all of them are meant for research scholars from management and social sciences fields who are based in India. The guiding research aim is to gauge perspectives of research scholars who are a part of these groups regarding the utility of these groups. Also, perspectives of the group moderators of the three groups are solicited regarding the benefits and challenges of running these groups. The originality of our paper lies in its being contextualized in a developing country conceding that research on online knowledge sharing has been more focused in the Western settings. Also, since extant research is rife with non-academic settings with regard to the use of online communication tools for knowledge sharing (for instance, Chong et al., 2011; Ho, Kuo and Lin, 2012; Huang, 2009; Van den Hoof and De Ridder, 2004) and studies in educational contexts are less, our study seeks to plug this gap. Besides, studies focused on research scholars as a user group are also less (Boyum and Aabo, 2015)- the present study contributes to the literature in taking research scholars as well as the group moderators as respondents.

The paper runs as follows: literature review on using online tools for knowledge sharing shall be provided in the next section;

thereafter, research methodology shall be discussed at length; the findings from the study will constitute a separate section; and the final part of the paper shall elaborate upon conclusion, research limitations, implications and directions for further research.

Review of literature

Information and Communication Technology (ICT) has changed the scholarly landscape over the years (Riley-Huff, 2010). The "traditional" academic approach has given way to the voluminous information access via the internet (Nicholas and Rowlands, 2008) which results in knowledge sharing and co-creation (Iandoli et al., 2012). Knowledge sharing has been defined as " dissemination or exchange of explicit or tacit knowledge, ideas, experiences or even skills from one individual to another individual student or group of students" (Wei et al., 2012: 329). Knowledge sharing in collaborative group settings helps in reflection and learning (Charband and Navimipour, 2016; Hsu, 2015; Walker, 2002) and students tend to benefit more from interpersonal interaction (Urquhart et al., 2016). Moreover, students benefit from knowledge sharing platforms by resolving others' queries and getting solutions for their own doubts besides learning new things and increasing their understanding about a particular subject or theme (Hogberg and Edvinsson, 1998). Furthermore, interaction with international community is possible through the online networking tools. Knowledge sharing among students pursuing their tertiary education has also assumed importance over the years. Doctoral scholars (or research scholars) tap online forums for knowledge sharing activities. Therefore, by using these online forums for furthering discussion and dialogue, research scholars are able to engage in meaningful discussion

besides resolving others' queries and getting their own doubts cleared.

Previous research on knowledge sharing has remained mostly confined to probing activities in corporate settings (Bartol and Srivastava, 2002; Cheng, Chuang and Chen, 2012; Kianto, Ritala, Spender, and Vanhala, 2014; Pee and Min, 2017) and public sector settings (Guthrie and Dumay, 2015; Roos and O'Connor, 2015) where the benefits and challenges of virtual participation have been underlined. Among the knowledge sharing studies conducted in university settings may be included those where the respondents were the employees. For instance, In a study conducted in the public universities in Pakistan, knowledge sharing activities were investigated among the employees and it was found that there is more of knowledge hoarding than knowledge sharing among the employees and efforts should, therefore, be undertaken to design policies which are supportive of a knowledge sharing culture among the faculty staff (Muqadas, Rehman, Aslam and Rahman, 2017). Taking examples of public universities, the significance of intellectual capital was underlined in another study where the collaborative learning and sharing of knowledge was being emphasized (Secundo, Dumay, Schiuma, and Passiante, 2016). In school settings, the role of knowledge management has been investigated in Hong Kong context, where the significance of intellectual capital was being emphasized for school development (Cheng, 2017) and in the college settings, the impact of personality on knowledge sharing was investigated among teachers themselves in the context of Ghana (Agyemang, Dzandu and Boateng, 2016). Also, in the research conducted in academic settings, the phenomenon of knowledge sharing among undergraduate

students has been majorly investigated (Boateng et al., 2017; List, Warland and Smith, 2015; Yuen and Majid, 2007). For instance, in a study based in three Singaporean universities, knowledge sharing behaviors of undergraduate students were investigated and it was found that there was competition among the students and they were reluctant to share information pertaining to those queries which had an impact on their individual grades (Yuen and Majid, 2007). In their study, the focus remained on knowledge sharing related to tutorials and assignments and the communication messages pertained to general query solving, sharing website links, providing examination-related materials, providing personal copies of books and lecture notes, or providing guidance regarding the use of library, software, database and other resources. In another study which is contextualized in a developing country, knowledge sharing patterns are investigated among undergraduate students in public and private universities of Malaysia (Wei et al., 2012). Likewise, in another study, collaborative information seeking behaviors are investigated among undergraduate students for their group projects and the study is contextualized in the US (Leeder and Shah, 2016). However, their study was specifically focused on "information searching" activities with the help of a collaborative search system, Coagmento (www.coagmento.org). In another study, knowledge sharing behavior is probed among postgraduate students in the library of the University of Malaya (Nwakego, Maizatul and Ali, 2013). However, the main focus of their study remains to appreciate the differences in knowledge sharing patterns between students and those working in the corporate sector. Furthermore, knowledge sharing patterns

have been investigated among the undergraduate and postgraduate students of private universities in Bangladesh (Rahman et al., 2014), however, their study was specifically interested in probing the knowledge sharing behaviors of the students and it was a replication of a previous research by Wei and his colleagues (Wei et al., 2012).

Implicitly, no study has been conducted to ascertain the utility of knowledge sharing platforms (online research groups, specifically) where the views of research scholars or moderators have been investigated. Therefore, our study seeks to plug the research gap in extant literature on knowledge sharing through online forums by investigating the utility of online research groups from the perspectives of the research scholars and group moderators in Indian context. Our research is guided by the previous research findings on the benefits of knowledge sharing among researchers.

Research Methodology

Background

Online research groups are online forums which provide opportunities for research besides facilitating communication (Bernier and Bowen, 2004) where specific messages are exchanged with relevance to the overall purpose of the groups (Preece, 2000). There are two main benefits of research groups for the research scholars: first, group members may clear the doubts and difficulties of other group members and second, there are possibilities of networking among the members. Given that collaboration among researchers helps in increasing the productivity of the researchers (Abramo, D'Angelo and Di Costa, 2009; Crespi and Geuna, 2008; Lee and Bozeman, 2005), therefore, it is anticipated that online

research groups facilitate collaboration among research scholars. Also, collaboration among researchers facilitates in bringing together researchers from different disciplinary backgrounds working on common themes (Bozeman and Corley, 2004), therefore, online research groups may further interaction between research scholars of similar research interest.

In our study, research scholars are a part of three groups (two Google groups and one List-serv group) which are electronic mailing lists wherein emails are sent en masse. Research scholars include the students pursuing their Doctor of Philosophy (PhD) programmes. These mailing lists are managed by an individual who is known as a group moderator. All the three groups are based in India and comprise of doctoral students based in India. For the purpose of accessing the three groups, we sought the help of a research scholar from management stream who was asked to seek permission from the moderators of the three groups to join the groups and to conduct a small research. The research scholar explained the purpose of our research to the group moderators and was allowed to post open-ended questions regarding their knowledge sharing experiences in the groups. We secured 17 responses from the first group; 14 from the second group and 12 responses from the third group. If clarification was required, a follow-up was also done. All the 43 research scholars of these groups were from social sciences and management streams and they were affiliated to private or public universities.

The first group is a Google group which is focused on sharing inputs on research methodology. The group came into existence in 2014 and is run by a researcher based in a public university. As in January,

2017, there are 1578 members in the group and all the members are research scholars in management streams. The group has set its protocols according to which no informal messages are to be posted in the group and before posting a new message, previous posts should be thoroughly scanned by the group member. Besides, there should be no exchange of information regarding promotion of seminars, conferences, workshops or other professional development activities. Any group member who flouts the protocols is removed from the membership. The second group is also a Google group which was set up by a research scholar in 2015 and this group was an offshoot of the first Google group. The main purpose of this group is to provide a platform for the research scholars to share information regarding upcoming conferences, seminars, workshops or other professional development activities. Besides, the group members are encouraged to post messages regarding journals' "call for papers". Besides, research scholars are encouraged to share links of their research instruments so that any qualitative or quantitative studies may be conducted with the responses of the group members, wherever applicable (conceding that some surveys target specific segments of respondents and research scholars may not be the appropriate targets of the research scholars). As in January 2017, there are 814 members in this group. The group is open for membership to research scholars hailing from management and social sciences streams. This group also maintains its protocol according to which the main purpose of the group is to "help others... (therefore the group members are expected to) spare (their) valuable time for helping others in whatever means possible." Finally, the third group is a List-serv group which is run by a university professor to discuss about the quantitative techniques and software tools like R, STATA, LISREL,

SPSS, and so on. This group is a closely-monitored group and all the messages exchanged in this group are scanned by the moderator before being posted in the group. Any message which is irrelevant for the group is filtered by the moderator of the group. The group came into being in 2012 and has 1178 research scholars as its group members. The group is open for membership to research scholars with management and social sciences disciplines only and an identity proof is mandatory for securing membership to the group. We will now provide a summary of our structured interview responses secured from the research scholars and the group moderators.

Interviews with research scholars

Our first question pertained to the motivating factors which influenced the research scholar to join the group. Most of the respondents joined the group owing to their desire of broadening their perspectives on research methodology. For instance, one of the respondents pointed out: *"When I joined my PhD course, I was jittery about consumer behavior subject because there is a lot of marketing research involved in it... My topic is related to investigating user perception about e-tailing... I was clueless about the research techniques to be used... My colleague introduced me into the group and after six months of joining the group, I am confident of my research design."* Other research scholars pointed out that they wanted to keep themselves abreast with the latest information on conferences, seminars and workshops, so they found the group quite helpful. Another research scholar pointed out: *"I was referred to this group by my Research Guide. I wished to get responses for my survey on role of personality traits on the use of social media. Therefore, I joined the group. Besides, I get to know so much information from here."*

The second question related to the advantages of being a part of the group. The respondents shared their perspectives

regarding the contribution of the group activities to their research productivity. The group *"is an amazing resource and I have been able to publish two research papers in leading journals till now-thanks to our group members and our group moderator who have been cooperative from the start."* Another research scholar from anthropology domain opined that she has benefitted from the inputs received from the group members and she was able to present a conference paper in an international conference. Professional development activities were the most-cited benefits of group membership. Group members benefitted from participation in "National Workshops in SPSS" and other software conceding that as future career researchers, participation in seminars and conferences is counted as a bonus for recruitment as Lecturers and Assistant Professors. Another group member shared that when he posted information regarding scholarship in the group, he was credited with abundant thanks by two group members who were successful in securing the coveted scholarships. Likewise, another group member expressed satisfaction that: *"I feel that I benefit from two ways: first, by sharing my knowledge with others, I am able to deepen my understanding about the topic; and second, I want to help my colleagues and juniors in their research work... The group has been a helpful forum to me for two years now. I hope I've helped some folks as well."* Another respondent opined that: *"The group is a wonderful resource... (Our group moderator) is to be thanked for managing such an important forum... especially the dedication and contribution over the years... All the group members share their wisdom here... This is the best part about the group."* Another group member pointed out that the online research group was *"the best list ever dude... Thanks to the group that I have picked reins of STATA so well."* For another research

scholar, the group *"is outstanding... I like the web links to videos and blogs for research methods... I am progressing very well in my thesis."* Expressing her compliments to the group moderator, a research scholar opined that: *"The extent to which the listserv has helped advance research is impossible to quantify exactly, but I imagine it is "immense"... I had joined the group when there were only 9 members in the list serv and I am very happy with the way our group has progressed over a period of time."* Another research scholar expressed his gratitude to the group moderator for "being so visionary... for the commitment and admirable competency." Another research scholar opined: "Ever since I became the member of the group, I must confess that I have learnt a lot about LISREL (both foundations and practical examples). Thanks to all for the quick answers and the engaging discussions... (which) have provided ample food for thought for all of us." Finally, the groups were perceived as avenues for getting the queries resolved in research methodology. As pointed out by one research scholar, "The group is a great place to read about and have questions answered about research methodology... I did not know anything one year ago and today I have published 2 research papers in journals and 5 conference proceedings. It's unbelievable." This sentiment was echoed by another research scholar who opined: "I am very sure that I would have messed up with my doctoral thesis if this valuable resource were not around... All acknowledgment is due to (our group moderator) and the subscribers who have provided valuable insights in the group."

We then solicited views regarding the drawbacks of the group, if any. Implicitly, we were keen to know if there are any challenges in being a group member. Four challenges emerged from our interaction

with the respondents. The first challenge pertained to the unnecessary email replies on every post which causes "my phone to beep at unwanted hours... If someone has posted a request for filling out a survey, then the others start responding "Done", "Over", "I have completed it", "Completed", etc. This is very irritating." The second challenge pertained to the incomplete information shared by the group members. For instance, one of the research scholars pointed out: "At times, the group member posts a doubt regarding some research method but there is incomplete information about the research aim. Therefore, it is difficult to help the group member." Finally, another research scholar pointed out: "There is no problem with the group as such... However, I wish that we should have theme-based discussions every week or so." The third challenge was linked with the privacy concerns of the group members. For instance, one of the respondents averred: "I get emails from strangers at times and I wonder how they come to know about my details. My phone number was mentioned in my email signature and I realized that I got a whastapp message once with queer messages. I contacted (the group moderator) and realized that the sender was a group member... (Our group moderator) warned him about the incident." Finally, the fourth challenge relates to non-openness of some of the group members. One of the respondents said that: "Yes, there are many members in the group. But, I hardly see all of them participating. Probably, they are not willing to share their knowledge with the others. This is bad but one cannot force someone." Finally, we asked the group members about any suggestions for the groups. One of the research scholars opined that there should be a discussion where interested research scholars may collaborate on a research

output. Another research scholar suggested that: "I think the group should discuss about the software in more detail. At present, we are only tackling with research methodology but there is no knowledge about software applications." Another research scholar recommended that: "I want to know more about experimental research but there is no discussion on this topic... I think that more networking is required." Finally, one research scholar responded that while they discuss about research methodology, there should be "more discussion on econometrics and statistics" because it is the "heart of research methodology."

Interviews with group moderators

Our interviews with the three group moderators were based on three open-ended questions. The first question related to the motivation behind starting the group. Our first respondent opined: "I had started the group mainly because I come across students who have so many problems in research methods. Students want to learn about research methodology and they are unable to get proper guidance. I wanted to provide a platform for the students to discuss among themselves and learn along with their peers. Peer-learning is important and maximum advantage can be gained by collaborative learning." The second respondent opined that: "As a teacher, I want to serve the students. There is nothing to lose by sharing knowledge. The group has been initiated by me with norms defined for the group members. I want discipline among the group members and there should be healthy discussion and no rivalry or competition. Usually, I don't provide the first response to any post. I allow other research scholars to share their views and then, I intervene if the doubts are not clarified properly or there is some additional input which I wish to contribute

to the ongoing discussion.” Finally, the third group moderator replied that: “This group has a fantastic history of its own. I had started this group when my daughter commenced her PhD coursework. She would ask me many queries and invite her colleagues to share their concerns with me. I thought that it would be better to make a group and allow research scholars from management field to discuss their problems with each other. This is how the group came into being and I feel satisfied with my step.”

We asked the second question as: “How do you assess the performance of the group now?” The group moderators responded that they were “satisfied with the progress of the group” and the research scholars have complimented the group moderators for having initiated the group and given them an opportunity of sharing their doubts and other information holding direct relevance to their fields. “There is a helpful attitude among the group members-this is the first component of our group norm that “Please help each other.” I feel happy when I receive emails from the group members regarding their getting “best research paper presenter” award or a journal publication.” At times, there are differences of opinion regarding a query, “but, that's ok... as a researcher, reality is perceived differently by all... diversity of views helps one to have a broader outlook.” Another group moderator responded that: “I have made few changes in the group norms in the past. For example, earlier the group members could post messages about book reviews on any subject. Now, book reviews are allowed only for books based on research methodology. This has given more focus to the group objective.”

Finally, our third question was: “What are the challenges in maintaining the group?” All the three group moderators opined that

there is only one major challenge in running the group which is linked with time management. For instance, one of the group moderators opined: “There are many personal things which I have to do on a weekend but I also understand that the group demands attention and time. I have to read every email carefully and see how the interaction is progressing among the group members. I know this is time-consuming but I enjoy it. This group is an addiction for me.” Another group moderator replied that: “I have to ensure that I am connected with my emails wherever I go. Even when I am flying, I use wi-fi and pay from my own pocket just to remain in the loop. This is strenuous at times, but I think I can manage it.” Other challenges were linked with communication gap between research scholars or the inability of the group members to express themselves in English, therefore, “I have to explain the problem in Hindi and then provide solutions.”

Findings

From the perspective of the research scholars, there are benefits as well as challenges of engaging in knowledge sharing activities via online research groups. For instance, researchers feel that earlier they were novice in research but fruitful discussions in the group have helped them in clearing their doubts and resolving their queries. Queries are resolved quickly and there is healthy interaction among the group members. There is exchange of information regarding “call for papers” and other opportunities for professional development so that researchers come to know about the forthcoming seminars, workshops and conferences. For some researchers, the groups are an important gateway of securing research-inputs on their doctoral theses. They are satisfied with the overall guidance of the moderators who

intervene during crucial junctures. Finally, researchers share their experiences while writing research papers and seek views regarding their research objectives and this interaction lends a unique learning experience for the researchers.

However, researchers perceive that there are certain problems associated with online research groups. Among the challenges may be counted the tendency of researchers to engage in "information hoarding" by being reluctant to share information with other group members (McLure and Faraj, 2005). Secondly, owing to heavy burden of many academic and non-academic tasks, there is paucity of time (Ikhsan and Rowland, 2004) and researchers may find it difficult to respond to the queries made in the research group. Third, some of the researchers are "silent spectators" and prefer remaining passive (Liou et al., 2016) as they feel that it is preferable to read others' perspectives. Fourth, researchers perceive that at times, their requests are not fulfilled. Fifth, there are gaps in understanding others' point of view and when further explanation is solicited, their requests are ignored. Sixth, there are privacy concerns where their email addresses and other contact details are shared in the groups and they start receiving unsolicited emails. Therefore, there are issues of trust (Wu and Zhang, 2015) wherein some researchers voluntarily preclude themselves from engaging in discussions. Finally, researchers feel that unwanted responses like confirmation of participation in a seminar or survey makes the group's aims vulnerable.

From the perspective of the group moderators, we may deduce that managing a research group is an additional responsibility for them which has to be balanced alongside their routine activities.

All the three group moderators perceive that the groups serve to help the research scholars in furthering their research goals. As one of the group moderator pointed out that research scholars should be focused in their approach and disciplinary attitude is important for learning new research tools and gaining insights in research methodology. Besides learning about the common problems of the research scholars, the moderators are able to intervene during the discussions whenever required. Therefore, they are always on their toes while managing the groups. Overall, the group moderators are contended with the pace of knowledge sharing among the research scholars. In other words, their altruism guides the overall purpose of running these research groups for the research scholars based in India. They do perceive that there are challenges in running these groups. As pointed out by one of the group moderators, filtering the messages is a difficult task and every time a new message pops up, he has to remain alert. Second, it is difficult to understand the queries of the research scholars at times owing to their lack of fundamentals in research methodology. Thirdly, communication gap occurs when the research scholar misinterprets the research question or finds it difficult to express the query in English language. Finally, some of the group members flout the group protocols and the group moderators have to remove them and then be subject to unwanted apologies and pleas.

Conclusion

Knowledge creation among researchers is facilitated in groups (Hautala, 2011) and ICT plays a major role in furthering such interactions (Chu and Kennedy, 2011; Lin and Huang, 2013). Our research had the prime objective of assessing the process of

knowledge sharing among research scholars via three online groups in India. Conceding that hitherto knowledge sharing via online groups was mostly confined to investigate the behaviors of undergraduates, our study has contributed to the extant body of literature by probing knowledge sharing activities among research scholars in India. In our research, perspectives were shared by the research scholars and group moderators regarding the benefits and challenges encountered in knowledge sharing via these groups. Besides sharing information regarding different research activities, these groups helped the researchers to get their answers to their research-linked questions. Our findings confirm that knowledge sharing is furthered in these groups and research scholars find it convenient to communicate and engage in knowledge sharing via these groups. Research scholars draw various insights regarding research methodology and learn novel tools and techniques from their peers and the group moderators. The group moderators feel that this is an altruistic job of managing the research groups even if it is a demanding job. Altruism has been suggested as one of the motives for participation in knowledge sharing via virtual communities (Hung et al., 2011; Sedighi et al., 2016). Overall, we conclude that as research interest is pacing ahead among research scholars in India, the utility of such online platforms will also witness a concomitant increase. Finally, our study lends valuable insights of the research scholars and the

Research limitations and directions for further research

Our research has its limitations in that we picked a small number of respondents and further research is required to assess the utility of online groups for research purposes. Second, a quantitative study may be done to solicit the perception of the

group members about the usefulness and their intention to continue in the group. Also, it may be interesting to probe the impact of demographic variables on group participation. Third, a comparative perspective may be shared vis-à-vis the online research groups in developing versus developed countries. We did not address the impact of the group membership on research performance. Future research is required to show the linkage between group membership and research productivity. Finally, further research is required to ascertain if more interaction takes place among the groups meant for research scholars hailing from humanities or natural sciences disciplines.

Research implications

Our study leaves implications for group moderators and research scholars alike. For instance, more pro-active approach is required on the part of the educators to initiate such online networking forums where students may interact among themselves and get their queries resolved. Such online interaction would facilitate peer learning and keep them engaged in the group activities. Likewise, students are encouraged to tap social media and other networking tools for encouraging peer discussion and dialogue. For a developing country like India where research productivity is just catching up, such initiatives may bolster research outputs in the long run.

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QUOTES

“Teach yourselves, teach everyone his real nature, call upon the sleeping soul and see how it awakes. Power will come, glory will come, goodness will come, purity will come, and everything that is excellent will come when this sleeping soul is roused to self-conscious activity.”

Do one thing at a time, and while doing it put your whole soul into it, to the exclusion of all else. We speak of many things Parrot-like, but never do them; speaking and not doing has become a habit with us. What is the cause of that? Physical weakness. This sort of weak brain is not able to do anything; We must strengthen it.”

“In one word, this ideal is that you are divine.”

“Even the greatest fool can accomplish a task if it were after his or her heart. But the intelligent ones are those who can convert every work into one that suits their taste.”

Swami Vivekananda

Reflection of Norms in developing Positive or Negative Attitude for Plagiarism among Students.

Deepika Pandoi* & Dr Anup Kumar Gupta**

ABSTRACT

One of the key issues faced by academics today is plagiarism. The matter of plagiarism is faced not solely in Indian universities, however conjointly in too abroad universities. There are so many studies conducted in the academic domain related to plagiarism and self-plagiarism, but very limited work done on primary data leading to students' subjective norms and attitude towards plagiarism. This study aims to investigate the positive and negative attitudes and norms towards plagiarism among Indian university students. Further, this study also intends to investigate the relationship between the student's norms and attitude towards Plagiarism. The questionnaire Survey method was employed for collecting the data from the respondents. The research sample included 364 graduate students. The data was analyzed by using SPSS 20 for EFA and Partial Least Square through Smart PLS for CFA, i.e., to check the relationship between the subjective norms and attitude for plagiarism along with model fitness. The findings of this study will create awareness about plagiarism and make students realize that it is unethical in nature. Moreover, it highlights the role of subjective norms among scholars to develop the attitude towards plagiarism, it could be positive or negative, it may vary from student to student.

KEYWORDS: Plagiarism, Academic Dishonesty, Subjective norms, Attitude, Behavior.

1. Introduction

According to Eastment (2005) - "It's just so easy. You see something interesting on the Web; you drag your mouse over it, click on 'Copy', open you're word- processor and paste it in. A matter of moments. Why not just incorporate it into what you are writing? Who is to know?". Academic fraudulence is shifting into a significant downside for several universities these days. Several researchers notice that such a large amount of university students isn't conscious of plagiarism. Plagiarism is growing these days, notably with the simple

right to use the net sources or the employment of the net by scholars (Harris, 2001; Park, 2003). Scholars these days may notice it's terribly straightforward to transfer or duplicate papers or articles from the net and represent as their own work. Academic fraudulence is of many for varieties, however, this paper, the man of science can solely relate the educational dishonesty to plagiarism since it's obtaining large sources with the aid of technology like the employment of computers and net (Gullifer & Tyson, 2010).

Plagiarism is not only the problem of it

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schools and universities, but it is also getting popular among writers, teachers, journalists, speakers and many others (Park, 2003; Willen, 2004). It's not a new concept in universities, students most of the times submit their assignments and worksheets, which are copy and paste. It is famous among scholars as it provides a shortcut for preparing projects and assignments, especially whenever they are under pressure of getting good marks and excessive workload. Scoring good marks are important along with representing the unique work from the high-quality supply of information (Harris, 2001).

University authorities, as well as professors, currently promote the awareness about the plagiarism among students along with the significance of educational honesty. It is vital to be honest while writing and presenting their work without copying from others (Bellack, 2004). Most of the times students are not aware whether they are practicing plagiarism or not, this ignorance leads to a practice of copy and paste other's work and presenting as their own work. Hence, it's vital to elucidate the plagiarism to school students to evade plagiarism (Harris, 2001; Hyland, 2001). The availability of internet or electronic media facilitates the students to copy and paste.

In most of the cases, people are influenced by the behavior of others as well as practices of others. Then these experiences put together help to develop norms in their life. This will further create the attitude for plagiarism which can be positive or negative. So our study is based on finding the relationship between subjective norms and attitude for plagiarism among students. The understanding of this relationship can be used to create awareness and control the plagiarism among scholars.

2. Literature Review

2.1. Academic Dishonesty: Plagiarism

There is substantial proof that academic misconduct is increasing in universities and high schools. It can be three types: - making excuses and not following the rules, cheating on tests and "copy and paste". (Roig and Caso, 2005). Some work has been done by mentors to diminish plagiarism among scholars, such as creating awareness among scholars about plagiarism, supporting them to recognize the academic environment by making them understand how to reduce plagiarism or other academic misconducts (Willen, 2004). Willen states that the most important thing to avoid the plagiarism is to make students understand and aware about plagiarism.

Harris (2001) says that "Plagiarism is the failure to cite sources properly. Plagiarism is pretending that an idea is yours when in fact you found it in a source. You can, therefore, be guilty of plagiarism even if you thoroughly rewrite the source's words. One of the goals of education is to help you work with and credit the ideas of others. When you use another's idea, and whether from a book, a lecture, a Web page, a friend's paper, or any other sources, and whether you quote the words or restate the idea in your own words, you must give that person credit with a citation. No source may elect not to be cited."

According to the Curtin University of Technology which states that "Plagiarism means presenting the work or property of another person as one's own, without appropriate acknowledgement or referencing" (Yeo and Chien, 2005). According to Park (2003) "Plagiarism is usually used to refer to the theft of words or

ideas, beyond what would normally be regarded as general knowledge”.

Students are practicing the plagiarism because of many reasons are - ignorance, careless note-taking, time-saving, pressure, fear, temptation and opportunity, poor writing skills (Ehrich et al., 2016). Harris (2001) includes that some scholars execute it because of their lack of knowledge or ambiguity in completing their assignments and papers, whereas others believe that they are practicing plagiarism. With the availability of internet or electronic media which facilitates the students to copy and paste. Simultaneously, sometimes because of the scarcity of time, bad writing abilities and the pressure of getting good marks enforce scholars to copy and paste to complete their assignments and projects (Harvey et al., 2017).

Cohen (2003) explained that students are unable to understand the issue of plagiarism and the most difficult phenomenon for them is to understand the “referencing” issue. They are not aware of how to use referencing and without citation using other's information is considered as plagiarism. In addition, many students ought to be given acceptable lessons to know what's intended by plagiarism and the correct way to include references to give credit to the authors in a proper manner (Simkin & McLeod, 2010). In other words, guaranteeing that scholars should have the essential skills needed to include alternative author's work and concepts to their own writing with proper referencing and reducing the chances of plagiarism (Zobel & Hamilton, 2002).

Many scholars noticed practicing plagiarism. Staff and also the colleges haven't taken any action against them.

Thus, this practice is continuous along the years (Roig and Caso, 2005). Faculties mustn't think that all the responsibility is of computers and also the net because the ones that may promote the plagiarism. These days, the web offers the affluent resources of knowledge for individuals. It's vital for the colleges to produce their scholars with information and a steerage of plagiarism, the categories of plagiarism and also the authorize students traumatize (Harris, 2001; Pickard, 2006). Thus, the plagiarism attitudes among university scholars may be reduced.

Most of the students are still plagiarizing because universities and teachers are ignoring them and not taking any action against them (Roig and Caso, 2005). Computers and the internet are not responsible for providing facilities to plagiarize. Instead, it provides a rich source of information and creates awareness about plagiarism and its types. It also helps the students how to deal with it. It provides information about the various consequences of plagiarism. This leads to minimizing the plagiarism among university students (Howard, 2016).

Ha (2006) observed that universities should provide proper training for citations and be referencing and how to write a good paper. Make them familiar with plagiarism and how to avoid it for good writings. Further universities could punish and impose fines and penalties on those who are practicing plagiarism. Harvey (2017) explained that Asian students commit more plagiarism because of their culture and norms, personalities, etc. There are many factors which affect the frequency of plagiarism among students. There is a stereotype that students from different Asian countries practice more plagiarism as compare to

other students from different regions (Liu, 2005).

2.2. Subjective norms

The Theory of Planned Behavior (TPB) is an expansion of the Theory of Reasoned Action (TRA), where the essential changes are made in the original framework because of its limitations in managing the behavior of individuals with other people and controlling other people is partial (Ajzen, 1991). One of the important variables in TPB is Subjective Norms of people which will further link the individual's attitude. In the past studies the TRA and its expansion, the theory of planned behaviour (TPB) (Ajzen, 1991), have been made very successful in forecasting a variety of behaviour (Sheppard et al., 1988). However, in earlier studies on behaviour the function of subjective norms, which refers to “The perceived social pressure to perform or not to perform the behaviour (Ajzen, 1991), has often been considered. Thus, many researchers considered that there is a requirement to alter the TPB model. In most of the situations, where subjective norms and attitudes were linked to each other, dealt with some ethical or moral decision-making, but also in the situation of personal usage (Stone, Jawahar & Kisamore, 2009).

So many studies revealed that individuals are easily influenced by others behavior. Finally, this influence will help to create pressure on the person to match with the behavior of other group members, which directly or indirectly tries to create the subjective norms among people, i.e., Descriptive norms. This depicts that most of the people follow their groups in the given situation. On the other hand, the behavior which is dependent on support and consent by others are considered as

Injunctive norms (Reno et al. , 1993). In his analysis of academic dishonesty research, Whitley (1998) observed a very significant link between subjective norms and Copy-Paste behavior. Especially, his evaluation of 16 studies that explained students who consider norms will less cheat as compared to those who don't believe in subjective norms.

According to McCabe and other researchers classified subjective norms as a relative component influencing the scholar's probability of involving in academic dishonesty. In their research of 1,750 scholars from different public colleges and universities, McCabe and Trevino (1997), observed that relative components including “Peer behavior (i.e. how often others cheat), Peer disapproval (i.e. students' perceptions of other students' disapproval of cheating) and fraternity/sorority membership accounted for 27 per cent of the variance in self-reported cheating”. Moreover, the observations of McCabe et al. (2006) along with those of Smyth and Davis (2004) propose that scholars have a subjective norm that copies and paste are common in schools and colleges for assignments and projects instead of it is against of university norms. In addition, findings of a survey – based research done on around 800 business administration scholars performed by Chapman et al. (2004) proved that scholars are involved more in cheating if their friends were highly involved in cheating. Actually, students get influenced by copy and paste tendency which provides the shortcuts for the completion of their assignments and projects. Moreover, they get more attention towards the plagiarism behavior as it is ignored or not punishable in most of the universities or colleges (Buerkle & Gearhart, 2017).

Similarly, Chapman et al.'s (2004, p. 246) study directed them to the finding that “nearly 75% of all students will cheat at some point in some situation.” and that “students know what cheating is and that they believe it is morally wrong. But they continue to cheat because they feel that the benefits outweigh the potential costs, and they believe cheating to be the 'norm.” Camara et al. (2017).

Chang (1998) observed the relationship between subjective norms and attitudes towards behaviour more systematically and experienced the cause-effect relationship from norms to attitudes. In Chang's (1998) research the association from subjective norms to attitudes towards behaviour was significant.

Hence,

H1: There is a significant relationship between the Subjective Norms and Attitude towards Plagiarism

The results propose that assumed cheating by other scholars and perceptions concerning occurrence of cheating are based on norms related to academic dishonesty (Mayhew et al., 2009).

2.3. Attitude

Plagiarism is difficult to understand for scholars, universities and researchers as it illegitimately promotes the scholars to copy and paste and get appraised with excellent grades. Plagiarism surpasses the real talent and skills and simultaneously discourages the original work (Ehrich et al., 2016). It depresses the students and lowers their interest in preparing the original work for getting good marks.

As there is a transform in the way of life, different scholars have a diverse attitude towards the plagiarism. According to Ajzen (1991), Attitude towards the particular set of actions defined as “the degree to which a person has a favourable or unfavourable evaluation or appraisal of the behaviour in question”. This reflects that different people carry different attitude for the same object or situation and it varies on the basis of factors which affect the individual. Mavrincac et al. (2010) concentrated on various facets of attitudes toward plagiarism. The one aspect revealed the support and consent for plagiarism and expressed that practice of copy and paste without citation and referencing is not unethical, so called as “positive attitude towards plagiarism”. The other aspect revealed the apparent condemnation and disapproval of deceptive community which practices plagiarism and was called “negative attitude towards plagiarism.” This shows that some of the students consider plagiarism as offensive and unethical, where one scholar is copying the written work of other without any citation. Therefore,

H1a: There is a significant relationship between the Subjective Norms and Positive Attitude towards Plagiarism

H1b: There is a significant relationship between the Subjective Norms and Negative Attitude towards Plagiarism

Park (2003) explains that from various studies on student attitudes towards plagiarism is often quite contradictory. In the overall opinion, scholars consider plagiarism as the comparatively negligible offense as no or less action is taken against them by the university while practicing plagiarism. While Ashworth et al. (1997)

observed a highly positive ethical basis scholar attitude towards plagiarism; considering the norms such as trust, relationship, help, learning and pressure of getting good marks. friendship, trust and good learning. On the other hand, most of the researches have shown that scholars and universities have the different attitude towards plagiarism.

Academicians consider that attitude towards plagiarism may vary from scholar's level of education and discipline in which they are enrolled (Roig, 2001). Teachers usually believe plagiarism as the academic offense more seriously in comparison to students. Students don't find anything wrong in copy and paste (Sims, 1995). Ashworth et al. (1997) explored that plagiarism is not a significant concept for students and acquire relatively low rank in the subjective norms of students. This happens because most students are not aware with the concept, pros and cons of plagiarism.

Shrivastava (2017) observed that plagiarism is getting more common among students and they are following it blindly to make their task easier. With the increase of internet and new gadgets plagiarism is growing like the plague across the globe. It is easily accessible and not limited to a particular region. Husain et al. (2017) latest technology are serving scholars and researchers with accurate, quick and vast information related to various subjects.

Still, scholars are using that information illegally and unethically. They are just copying the others written work to complete their assignments without giving proper credit to the original resource person. Hosny & Fatima (2014) Plagiarism practice seems to be even more common in comparison to cheating, as students believe that Plagiarism is not a serious offence. This can be discouraged by increasing their awareness, Improving their language and writing skills, and they learn proper referencing, quoting , paraphrasing ,and citation styles are also important to discourage Plagiarism among them.

2.4. Objectives

Student attitude towards plagiarism is dependent on multiple factors such as need, pressure, provocation, opportunity, intentionality and the most important is subjective norms of the students towards their plagiarism behavior. (Park, 2003)

1. To develop and test the subjective norms and attitude towards Plagiarism of undergraduate students through a questionnaire.
2. To identify the relationship between the subjective norms and attitude towards the plagiarism among graduate students.
3. Check the fitness of the model and measure their respective impact on the outcome of plagiarism.

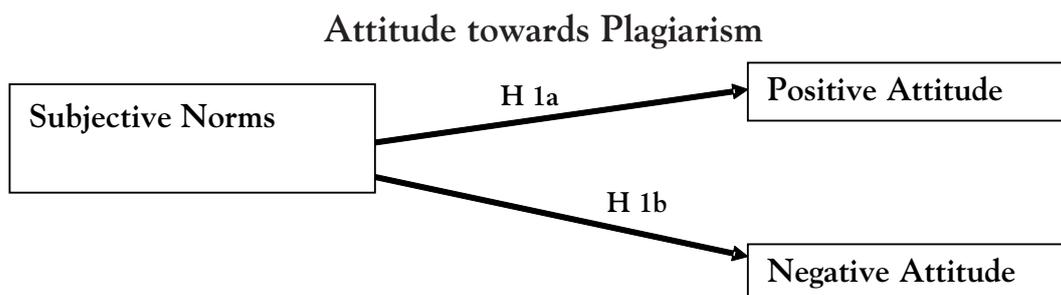


Figure 1 Conceptual model and hypothesis

3. Measures of the study

Ajzen's theory of planned behavior (TPB) was selected for scale development because this model is the best predictor of attitude towards plagiarism. This model describes how different factors are affecting the attitude towards academic dishonesty (Beck and Ajzen, 1991; Jordan, 2001).

3.1. Questionnaire development

The scale development includes the appropriate review of literature related to plagiarism so that a suitable scale can be selected for measuring the subjective norms and attitude towards the plagiarism. Many relevant questionnaires measuring cheating and misconduct were reviewed. A basic questionnaire called "Plagiarism Attitude Scale", which was developed by Harris (2001) consists of 12 statements was considered. The other scale used was developed by Mavrincac et al. (2010), and some of the statements are taken from it. The questionnaire developed for school and undergraduate students considering the most important issues in plagiarism and also self-plagiarism. The 16 final statements that were chosen for this study from the first version of the Attitudes Toward Plagiarism (ATP) questionnaire.

All statements were responding with a 5-point Likert-type scale (Babbie, 2010), where 1 indicated "strongly disagree;" 2 – "disagree;" 3 – "neither agree nor disagree;" 4 – "agree;" and 5 – "strongly agree." The sequence of questions in the scale was given randomly. The first part of the ATP questionnaire consisted of 2 questions on demographic data. Further, it consists of:- 6 items of Positive attitude towards plagiarism, 5 items of Negative attitude towards plagiarism and 5 items of Subjective Norms among scholars.

3.2. Research Methodology

The research is **empirical** in nature and

employs **quantitative methods** of analyses. This research is totally based on **Exploratory Research Design. Secondary data** used from the extant literature of the related content from various sources. However, the Primary data was collected through questionnaire from university graduates students. **The sample size is 364; where 221 respondents are males and 143 are females.** The Convenience and Cluster sampling technique was used for data collection. In order to fill out the questionnaire correctly, respondents were explained that there is no wrong or right answers and requested to respond honestly. (Podsakoff et al., 2003). It was distributed to the 380 respondents and filled by the 370 respondents. Among them, 364 were usable responses.

The Partial Least Square (PLS) -Structural Equation Modeling (SEM) is an advanced statistical technique that includes factor analysis and regression analysis simultaneously to examine the relationship between measurement indicators and constructs (Hair et al., 2017). SEM is commonly used in social science research to develop and test theories using survey data. Smart PLS software was used for conducting CFA for testing of measurement model and for hypotheses testing (Ringle, Wende and Becker, 2015). Analysis of the data is divided into two steps. The first step involves measurement model analysis and the second step involves structural model analysis.

4. Measurement Model Analysis:

4.1. Scale Reliability

According to **Nunnally & Bernstein (1994)**, Scale Reliability is the degree of inter-correlations between the scale items. In order to check the reliability of the

scale, Cronbach's alpha, composite reliability and AVE are used. The value of Cronbach's Alpha should not be lesser than .6 for scale reliability. The value of composite reliability should be equal to or greater than 0.6 otherwise it will show no internal consistency. According to **Fornell & Larcker (1981)**, the value of average

variance extracted is generally acceptable if it is 0.5 or near to it and shows that the half of the variance of the indicators are explained by the construct (**Hair et al., 2017**). The values Item loading, AVE and Composite Reliability are given in Table 1. All values suggest high scale reliability.

Table 1: Construct Reliability and Convergent Validity

Factors	Items	Item loadings*			AVE	Composite Reliability
		I	II	III		
I Positive attitude toward plagiarism ($\alpha = 0.747$)					0.505	0.733
Posat1	“Sometimes one cannot avoid using other people's words without citing the source, because there are only so many ways to describe something”.	0.858				
Posat2	“It is justified to use previous descriptions of a method because the method it remains the same”.	0.726				
Posat3	“Self-plagiarism is not punishable because it is not harmful (one cannot steal from oneself)”.	0.682				
Posat4	“Plagiarized parts of a paper may be ignored if the paper is of great scientific value”.	0.649				
Posat5	“Self-plagiarism should not be punishable in the same way as plagiarism is”.	0.583				
Posat6	“Young researchers who are just learning the ropes should receive milder punishment for plagiarism”.	0.583				
Negative attitude toward plagiarism ($\alpha = 0.711$)					0.595	0.745
Negat1	“Plagiarists do not belong in the scientific community”.		0.770			
Negat2	“The names of the authors who plagiarize should be disclosed to the scientific community”.		0.759			

Negat3	"In times of moral and ethical decline, it is important to discuss issues like plagiarism and self-plagiarism".		0.748			
Negat4	"Plagiarizing is as bad as stealing an exam".		0.682			
Negat5	"Plagiarism impoverishes the investigative spirit".		0.660			
Subjective norms toward plagiarism ($\alpha = 0.765$)					0.55	0.788
				3		
SN1	"The authors say they do NOT plagiarize, when in fact they do".			-0.836		
SN2	"Those who say they have never plagiarized are lying".			-0.715		
SN3	"Sometimes I'm tempted to plagiarize because everyone else is doing it (students, researchers, physicians)".			-0.649		
SN4	"I keep plagiarizing because I haven't been caught yet".			-0.583		
SN5	"I work (study) in a plagiarism-free environment".			0.572		

4.2. Convergent and Discriminant

Validity: After establishing the reliability, the next step is to establish validity. Some researchers (Bagozzi, 1981; Malhotra & Dash, 2011) defined the concept of validity as "A scale is a valid scale when it measures the concept that it was intended to measure". There are different forms of the construct validity. Convergent validity is the extent to which a measure correlates with alternative measures of the same constructs (Hair et al., 2017). In respect to assessing the convergent validity, average variance extracted and item loading of the indicators is considered (Hair et al., 2017). Table 1 shows the item loadings of the items.

4.3 Discriminant Validity

4.3.i. Fornell and Larcker criterion is one of the approaches to assessing the discriminant validity. In order to analyze the discriminant validity, Fornell and Larcker (1981) presented this method. It can be assessed by comparing the average variance extracted of each construct with the shared variance between the constructs. The scale has discriminant validity when shared variance with any other construct is lesser than AVE for each construct. From Table 2.a, it is clear that the scale has discriminant validity; bold values show that AVE for each construct is greater than its shared variance.

Table 2.a: Fornell – Larcker Criterion Analysis

	Negative Attitude	Positive attitude	Subjective Norms
Negative Attitude	0.771		
Positive attitude	0.115	0.634	
Subjective Norms	0.144	0.317	0.744

4.3.ii. Heterotrait – Monotrait Ratio Analysis (HTMT Approach) is another approach and the most advanced method to assess the discriminant analysis. In order to analyze discriminant validity, Henseler et al. (2015) suggested HTMT is the ratio of the between-trait correlations to the

within- trait correlations. The threshold value of HTMT is 0.85, i.e., all the ratios should be lesser than 0.85 and not closer to 1. From Table 2.b, it is clear that the scale has discriminant validity; bold values show that the ratio for each construct is lesser than 0.85.

Table2.b: Heterotrait – Monotrait Ratio Analysis (HTMT Approach)

	Negative Attitude	Positive attitude	Subjective Norms
Negative Attitude			
Positive attitude	0.369		
Subjective Norms	0.318	0.480	
Norms			

*Less than .85

4.4. Structural Equation Model

The structural model path coefficients were analyzed by Smart-PLS, and the structural model was fit on the data set of the respondents. The coefficient of determination (R² value) represents the amount of variance in the endogenous constructs linked to it. The R² value ranges from 0 to 1; there is no rule of thumb for acceptable R² value as it depends on the complexity of the model and the research discipline. In many cases, the R² value of 0.112 is considered as good enough in disciplines like behavioral studies (Hensler et al., 2015).

4.5. Path coefficients

In the structural model, the path coefficients have standardized values approximately between -1 and +1. The path coefficients show the direction and magnitude of association and these

coefficients are used in proving the hypothesis as given in Table 6. The estimated path coefficients close to +1 show strong positive relationships and vice versa for negative values, that are significant. On the other hand, estimated coefficients closer to 0, having the weaker relationship and very low values, that are close to 0 are usually not significant. Whether a coefficient is significant totally depends on its standard error, which computes the empirical t values and p values for structural path coefficients. When t value is larger than the critical value, we conclude that coefficient is statistically significant. On the other hand, most researchers use p values to assess significance levels. When p-value $\leq .01$, at 1% level of significance, p-value $\leq .05$, at 5% level of significance and the p-value $\leq .1$, at 10% level of significance, then we can say that the relationship is statistically significant. In case of exploratory research, researchers often assume 10% of the level of significance.

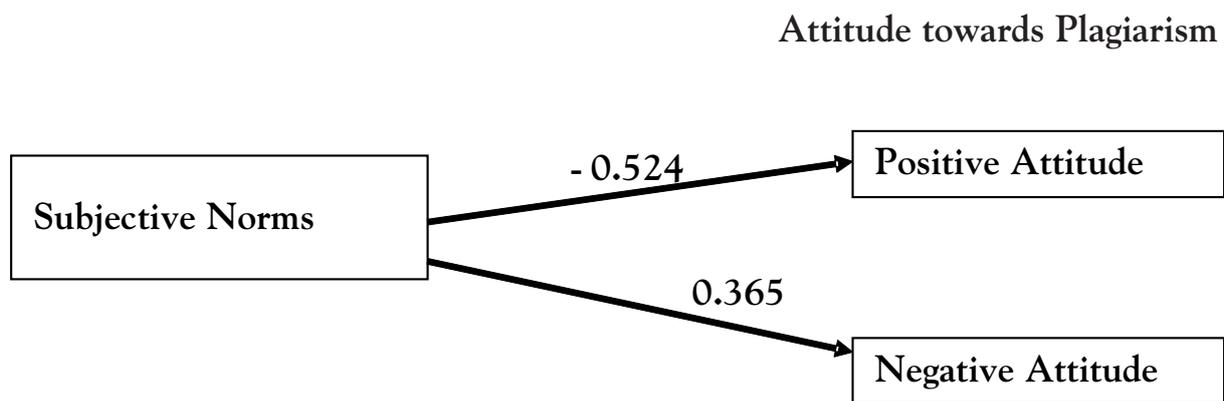


Figure 2-Conceptual Framework and Results.

Where mean accepted at 1% level of Significance (p-value < 0.01).

Table 3: Path Coefficients and Hypotheses Testing

Hypotheses No.	Hypothesized Path	β Coefficient	T Statistics	p values	Decision
H1a	Subjective Norms -> Positive Attitude	- 0.524	10.604	0.000	Supported
H1b	Subjective Norms -> Negative Attitude	0.365	6.933	0.000	Supported

p-value \leq .01, at 1% level of significance

5. Results and Interpretations (Hypotheses Testing)

H1a - There is a significant relationship between the Subjective Norms and Positive Attitude towards Plagiarism

[Hypothesis 1a] - It is clear from the table 3 that the hypothesis 1a is accepted. As the subjective norms have the significant negative effect on the positive attitude for plagiarism (At 0.1 level of significance). This shows that subjective norms have the strong impact on positive attitude for plagiarism. It means as the subjective norms increase in the scholar then it will lead to decrease the positive attitude towards plagiarism, i.e., scholars with high norms will discontinue plagiarism.

H1b - There is a significant relationship between the Subjective Norms and Negative Attitude towards Plagiarism

[Hypothesis 1b] - It is clear from the table 3 that the hypothesis 1b is accepted. As the subjective norms have the significant positive effect on the negative attitude for plagiarism (At 0.1 level of significance).

This shows that subjective norms have the strong impact on negative attitude for plagiarism. It means as the subjective norms increase in the scholar then it will lead to increase the negative attitude towards plagiarism, i.e., scholars with high norms will discontinue plagiarism.

6. Discussions and Conclusions

In this study, a conceptual framework is developed to show the relationship between the subjective norms and attitude for plagiarism. Here, the authors examine the attitude it could be positive or negative. This study concludes that the relationship between subjective norms and positive attitude is negatively significant, which proves that as the norms increase, it will lead to decrease the positive attitude towards the plagiarism. On the other hand, the relationship between subjective norms and negative attitude is positively significant, which proves that as the norms increase, it will lead to increase the negative attitude towards the plagiarism. This shows that as the subjective norms increase, it will lower the frequency of plagiarism among scholars. Statistical

analyses showed that a specific model of the role of norms on attitude fitted the data well. This research contributes to subjective norms, attitude and plagiarism literature and fills the gap in the literature. By creating the awareness about plagiarism among university students and increasing the understanding about the role of subjective norms, attitude can be changed for the plagiarism. Once this understanding and awareness increases, it will lead to reduce and control the plagiarism in India.

7. Implications

The findings of this study provide important implications for the universities, students and researchers in the context of plagiarism. Firstly, the research describes the importance of the role of subjective norms and attitude for the plagiarism. Secondly, it helps to understand why students are practicing plagiarism; so extensively and what can be students' outcome behavior for plagiarism and how it can be controlled. This study will create awareness about plagiarism among students and help to understand the relationship between subjective norms and attitude for plagiarism.

8. Limitations

In order to do the theoretically and empirically sound research, all efforts were done. Still, it is not free from the limitations. Especially, this research was conducted on the subjective norms; more factors can be considered which could affect the attitude for plagiarism. Future research may repeat the study to test the role of other factors towards different types of attitude and outcome behavior for plagiarism. Geographically, India is a varied and very vast country; this study is limited

to certain geographical regions.

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QUOTES

“Words are secondary. Thoughts live, they travel far.”

“You have heard that Christ said, ‘My words are spirit and they are life’.

So are my words spirit and life; they will burn their way into your brain and you will never get away from them!”

“Every word is the power of God.”

Swami Vivekananda

Liability Insurance In India: Opportunities & Challenges

Prof Venkatesh Ganapathy*

ABSTRACT

The advent of globalization coupled with stringent regulation and consumer activism have been the primary drivers for the growth of liability insurance. More and more businesses are now realizing the need to insure liability risks. The economic growth of Asian economies – in particular India and China – has led to a concurrent increase in the need for liability risk covers. Though this vertical is still evolving, it also presents an opportunity to the insurance sector to grow their top line. In the knowledge economy today where advances in technology are shaping business practices, policies and processes, understanding the liability risk exposure becomes crucial. This research effort attempts to underscore the importance of the emerging field of liability insurance highlighting why there is an acute need for protection against liability risks and what the future portends for this promising sector. The paper also discusses the various forms of cover available for businesses against different risk exposures.

KEYWORDS: Liability, Insurance, Risk, Exposure, Coverage, Globalization, Cyber Risks, International Business

INTRODUCTION

The insurance sector in India has been witnessing a consistent growth rate in the last few years. The present worth of this sector is estimated at \$ 60 billion. Liability insurance covers legal cost of defending a claim as well as the compensation that the insured may be directed to pay to the wronged party. The overall liability insurance market is presently estimated at Rs 2000 crores.

Liability insurance is emerging to be one of the most promising verticals for the non life insurance sector. Popular liability insurance policies like credit liability, product liability and employment liability have recorded an

annual growth rate of 10-20%. The infamous Bhopal gas tragedy in India is a classic case of a company facing unlimited liability. The growth of start ups in India also presents an opportunity for growth of liability insurance.

Technical knowledge in this area is still evolving. This can be an opportunity as well as a challenge for the underwriting and claims departments. In this article, let us understand what liability insurance is all about, the various forms of liability insurance and the future trends in this field. It is also vital to understand the nature and types of innovative covers needed in this domain.

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What is liability insurance?

Liability insurance provides risk cover that ranges from civil liabilities to third party liabilities that can arise from bodily injury, property damage or any loss that results due to an act committed by the insured.

Liability policy generally covers only civil liabilities and not criminal liabilities. However, contractual liabilities and intentional damage are usually not covered as part of this policy.

The insurance industry is focusing attention on customer-centric growth and listening to the voice of customer. Therefore, to popularize liability insurance covers in India, it is imperative to create greater awareness about the subject. Between 2010 & 2015, the non life insurance sector registered a growth of 17.6% but penetration levels and insurance density have remained low. Inadequate cover, absence of product innovations, inadequately developed distribution channels are some of the reasons for the dip in the growth.

Pricing, service quality and trust are now becoming hygiene factors for insurance sector and therefore insurers need to also focus on different types of innovative products, new verticals such as liability insurance cover as well as innovative ways of distributing the products. It is expected that the non life insurance sector will grow by 15-20% in the next five years and this calls for insurers to offer a balanced portfolio comprising differentiated and standardized products.

Product innovation and innovations in distribution/ delivery of policies cannot be looked at in isolation. A well-designed product that is not accessible to the customer due to last mile delivery issues

does not serve the basic objective of innovation. While insurers have to direct efforts to dedicate resources to design innovative liability risk covers, they also need to invest in resources to improve accessibility and delivery.

Reasons for interest in liability cover in India

Liability insurance is a new line of business in India. The Indian government has made changes in the Companies Act. Domestic companies are expanding their footprint outside the country. A floating population in the IT sector is adding to the risk exposures that companies face. Mergers and acquisitions are also leading to new exposures that will benefit from a liability cover.

Consumer activism is at an all-time high now. Regulatory authorities have become more stringent. More companies will now be forced to opt for a liability insurance cover. Liability covers are popular in the West. Due to globalization, many foreign companies have set shop in India. Growth of international business is leading to interest in liability covers.

The advent of e-commerce, growing interest in digital marketing, the threat of cyber risks, proliferation of digital payment modes, pronounced role of technology in business, emergence of wireless banking are other reasons why businesses need a liability insurance cover. In the future, one can expect new covers like those covering liability for event management, liability for construction vehicles', liability during cricket matches or other sports events etc. In-depth technical understanding of liability risks will pave the path for innovations in liability line of business. It also needs to be remembered that nature of

risks as well as dimensions of the risks may vary from time to time.

Considering the magnitude of risks, it is an indisputable fact that liability insurance needs the support of reinsurance. Specialty risks like Directors' & Officers' Liability, Errors & Omissions, Cyber risks and product recall will need facultative reinsurance arrangements for covering the risks. Facultative reinsurance is purchased by a primary insurer to cover a single risk or block of risks. Other covers are dealt with through treaty insurance in which the reinsurance company accepts all of a particular type of risk from the ceding insurance company.

The different types of liability insurance policies

In India, we had the Public Liability Insurance Act, 1991 that protected the common citizen from any liability that might occur to him. But unlike America where it is easy to sue people and seek compensation, Indian courts are still not in a position to reduce the cycle time to resolve a court case or a dispute. In most cases, people are simply unaware about whom to complain or how to take forward the process of lodging and resolving a complaint. This situation is fast changing due to increased consumer activism in the era of Internet where consumers possess a greater degree of awareness about the digital ecosystem.

To reiterate, a liability insurance policy offers cover to business owners, professionals, self-employed people and new age entrepreneurs to deal with compensation claims that can result due to mal practice, injury or negligence.

The different types of liability insurance

covers are delineated below:

1) Commercial general liability (CGL) policy:

A CGL policy protects the businesses against the claims arising out of bodily injury and property damage arising out of damage to premises, losses to operations, losses resulting from the use of products. It also covers losses resulting due to false claims made by advertisers that have led to personal injury. Let us take an example to understand this better. A customer visits an under construction flat to get an idea about the quality of construction. During such a visit, the customer trips on the floor and suffers a fracture. The CGL policy taken by the construction company will cover the medical expenses of the prospect.

Nestle India Limited had taken a CGL policy with ICICI Lombard General Insurance Company. In 2015, the company faced losses when a regulatory authority reported that the company's flagship product "Maggi Noodles" contained excessive levels of lead and mono sodium glutamate beyond permissible limits. This resulted in 30000 tonnes of Maggi Noodles that were recalled from the market and destroyed. The company suffered a financial loss of USD 45 million besides suffering reputational damage due to lack of product integrity and breach of trust. Since Maggi noodles was a leader in this category, the reputational damage led to deterioration in the category salience. Other noodle products marketed by competitors also faced a dip in their demand.

The insurance company repudiated Nestle India's claim of Rs 150 crores because the CGL cover does not provide for claims that result from recalling the product from the market. There was no loss to consumers as such except for a non compliance issue

reported by the regulatory authority. Had Nestle India Limited taken a product liability cover, the claim could have been admitted. This was an exposure similar to the one that was faced by Cadbury India Limited when worms were found in their chocolates.

Thus, awareness about what cover needs to be taken is important for a business. This necessitates that there is a greater understanding of technicalities involved in what could probably go wrong and what sort of cover can be provided. Selection of the right insurance policy is important for both the insured and the insurer.

2) Directors and Officers liability insurance:

This liability insurance which covers the directors and officers against the claims made by employees, suppliers, creditors, competitors, regulators, customers, shareholders and other stakeholders. Four employees were dismissed from services due to non performance. One of the employees was a female and she filed a suit claiming that she was discriminated based on her gender. An investigation was conducted. It was proved that she was dismissed due to non performance. The D& O liability policy protected the director against the claims.

3) Professional indemnity insurance:

This insurance covers businesses or individuals who render professional advice to clients – be it doctors, lawyers, therapists, beauticians or investment advisors. If clients are unhappy with the advice and if the advice has not led to a beneficial situation for them, they can sue the business. A client approached a business firm that rendered specialist investment advice. The advice turned out to be wrong

and the client suffered huge financial losses. The indemnity insurance policy covers the compensation claims filed by the client.

4) Cyber risk insurance:

This policy provides cover to a business against losses resulting due to any electronic activity engaged by the business. When there is a cyber-related security breach, the losses are covered by the policy. An employee who was dismissed from a bank stole the names, addresses and other details of customers to give it to a fraudulent person. The customers who were affected filed a complaint for sharing confidential details about their bank accounts. The cyber risk insurance policy enabled the company to settle the claims.

5) Commercial crime insurance:

A Commercial Crime Insurance policy offers to protect the businesses against the losses due to third-party fraud or employee fidelity. It protects the business against employee dishonesty, theft, burglary, forgery etc. An employee who was in charge of a storage yard that contained inventory of cables stole bundles of cables that were later discovered by the police in a scrap yard. The employee was arrested. The inventory was damaged. The crime insurance policy protected the business against the loss caused due to robbery.

6) Carrier legal liability insurance:

This insurance covers the insured for the physical loss or damage to goods or merchandise caused by fire/ accident to the vehicle while the goods are in transit. It also provides cover for the losses of the goods when they are possessed by the insured.

A logistics service provider was in the business of transporting consignments of

companies from one location to another. During one such transit, the goods were damaged due to accident. This policy helped the service provider to recoup the financial losses.

7) Product liability insurance:

The product liability insurance covers the business against the claims arising with respect to its products resulting due to poor quality/ poor performance. The claims can result either because of personal injury or due to damage to property caused by usage of the product. A fairness cream resulted in rashes and black marks on a woman's face. The woman filed a suit and her medical costs were covered by this policy. In another example, a paint manufacturer imported cardboard material needed to produce color charts for different paints. The cardboard supplied by the vendor was of inferior quality. This resulted in the final coat of paint appearing a shade lighter. The paint manufacturer suffered losses and sued the vendor. The vendor had already taken a product liability cover and this helped him to cover the losses.

8) Trade credit insurance:

This insurance helps the business owners to protect their accounts receivable from loss due to credit risks such as protracted default, insolvency or bankruptcy. A company that manufactured fire hydrant systems had supplied material worth Rs 10 crores to a company that was in the business of fire detection and protection systems. This company was unable to pay the money for raw material procured because their client went bankrupt. The manufacturer was able to recover a portion of his dues due to the trade credit insurance policy.

Deciding the premium amount for liability insurance

Unless the technical aspects of liability risks are properly understood, it is difficult to arrive at a premium amount that is commensurate with the risks to be covered. The base rate is used as a benchmark and then additions are made based on specific requirements/ needs of clients. The risks are properly estimated to ensure that the correct amount of premium is arrived at. As is the practice, the higher the risk, higher is the premium charged. In addition to this, claim history, size of the risk and company's risk management measures play a pivotal role in arriving at the premium amount.

Liability Insurance Claim Process:

The main challenge in liability insurance is the inability to predict when a claim will occur. In the recent case by women against Johnson and Johnson, the claim was made years after the event. In a landmark judgment, a US jury ordered Johnson and Johnson to pay claims worth \$ 4.69 billion to women who alleged that asbestos in the baby powder caused them health complications at a later stage.

The claims process varies from one company to the other. There is generally a form to be filled along with all supporting documents. However, in case of liability insurance, complexities are involved as there may be court cases/ arbitration/ out of court settlements. Also, uncertainty about when the claims will be filed can be a huge handicap for the insurance company. Customers may not be aware about the exclusions in a policy and this can exacerbate the claims handling process.

Review of Literature
Liability insurance as a field is still

evolving. A review of literature shows that research efforts are emerging in the field of D&O liability insurance, cyber insurance, environmental liability insurance etc. Baker (2013) opines that for insurance industry uncertainty is of greater significance than risk. This is even more relevant in case of liability insurance where we don't know exactly when the claims may be filed.

Directors' & Officers liability insurance policy is one that is more popular. As corporate lawsuits and frauds have increased in recent years, the role of directors' liability insurance has now come into sharp focus. Moral hazard is rampant in director's liability insurance market (Chan & Chen, 2014). Lenders view D&O insurance coverage as increasing credit risk due to moral hazard or information asymmetry. Higher levels of D&O insurance coverage lead to the firm taking more risks and improvement in corporate governance (Lin, Officer, Wang & Zou, 2013). Chi et al (2013) studied a sample of 671 Taiwanese firms and arrived at the conclusion that D&O liability insurance is associated with unrelated diversification. When diversification happens, excess of D&O insurance has an adverse effect on shareholder value.

A study of firms in Canada revealed that firms that had D&O insurance coverage stand a greater chance of being sued. As the cover increases, the chances of litigation appear to be more. This clearly reflects the moral hazard behind a purchase decision to buy liability insurance. Higher premiums are associated with the likelihood of litigation and so this behavior needs to be factored while arriving at the price of the risk (Gillan & Panasian, 2014).

Boyer (2017) has made an interesting

observation. He says that corporate directors are liable for the actions by business as well as the consequences of their own actions. Often shareholders, who appoint directors, can also sue them. Directors need a cover to avoid expropriation of their personal wealth. The D&O policy, though it aims to protect directors and officers of a company, also protects the shareholders.

D&O leads to managerial opportunism. This results from the fact that insurance cover has been taken. D&O insurance increases firm value compared to non insured firms. Increase in firm value is pronounced for firms with greater growth opportunities (Hwang & Kim, 2018). Insurers charge a higher premium to protect directors and officers of firms that have poor first year post-IPO stock performance. Increase in stock volatility after the IPO also needs to an escalation in the premium charged. This is an indication that despite the presence of information asymmetry between insurer and the company when the latter is going for an IPO, insurers still have sufficient information to price the risk appropriately (Boyer & Stern, 2014).

D&O insurance encourages independent directors to behave less responsibly. Collectively, D&O insurance reduces the effectiveness of independent directors in corporate governance (Jia & Tang, 2016). Thus one of the biggest challenges in D&O liability insurance is that of moral hazard.

Environmental norms are becoming stringent across the world. One of the innovative covers in liability insurance is safety and environmental pollution liability insurance (SEPLI). This has become a part of current safety and environmental risk prevention and control system (Yang et al,

2017). Environmental catastrophes in China have led to the introduction of environmental pollution liability insurance. A model was proposed based on which it is possible to transfer catastrophic risks of environmental pollution from traditional insurance and reinsurance markets to the capital market. This can strengthen the underwriting capacity of environmental pollution liability insurance companies by providing a new channel to transfer the risks of environmental pollution (Pu, Addai, Pan & Bo, 2017).

The environmental pollution liability insurance was introduced in China in 2006. By 2012, trial applications of pollution insurance were launched in 14 provinces and cities. Today, there are 10 companies that offer their own products in the pollution insurance market. Despite the fact that this insurance cover has found acceptance among polluting companies, there are challenges too. Absence of a national law weakens the legal basis of pollution insurance. Poor technical support compounds the problem further. The insurance products have limited risk coverage, high premium rates and low loss ratios and so this makes them unattractive to polluters. Low awareness about environmental and social liabilities leads to limited demand for such pollution insurance products. This has triggered the need for state intervention (Feng et al, 2014).

In India, such a liability cover is needed considering examples like that of Kudankulam nuclear reactor project and the more recent Sterling case in Tuticorin. However, India should learn from the challenges faced by Chinese insurers in underwriting environmental liability insurance. The regulator, the insurance community and experts in the field of

environmental protection must be involved in designing such pollution liability covers. The 2008 financial crisis led to massive losses in the financial sector around the globe. Company level data of German property-liability insurers was analyzed between the period 2004 to 2011 to examine factors that affect the insurer's regulatory solvency ratio. The results indicated that German regulators were able to identify those insurers in financial distress early enough so that appropriate action could be taken to protect the interests of policyholders (Rauch & Wende, 2015). Insurers who underwrite liability insurance will need reinsurance support and so if these firms are showing signs of financial distress, these must be brought in check by the Indian regulator.

Thus, these two examples viz. D&O liability insurance and pollution liability insurance highlight both the opportunities and challenges. Besides moral hazard associated with such covers, lack of awareness about what cover to opt for will also remain a challenge. If such insurance products are carefully designed, this can be a good opportunity for insurers to grow their business. As more risks get uncovered, one can expect innovative covers for various types of risks. The experience gained underwriting such risks must be pooled into a collective form so that the entire insurance industry can benefit from such kind of knowledge sharing.

Future trends in liability insurance

The Indian insurance industry is the 15th largest insurance industry in the world. The total premium collected is Rs 400,000 crores. However, insurance penetration and density have remained low.

Foreign reinsurers feel that the liability risks scenario in India is not yet mature.

However, one cannot underestimate the liability exposures like D&O policy that can lead to different kinds of claims. The E&O policy will also face increased demand as accountability of audit firms increases. As the GDP of economies across the globe grows, one can expect a further growth in the demand for liability insurance in the days to come. Economic growth will invariably lead to a growth in need for liability insurance.

Foreign shareholders will expect that manufacturers and exporters are suitably covered by insurance for negligence and wrongful acts. China and India are two economies where the demand for liability insurance is gradually increasing. This provides a great opportunity for foreign insurance companies to work closely with domestic insurers to share their knowledge base.

China now has an established insurance market for liability products. Demand for reinsurance is also growing. India's growing economy will lead to increased product liability covers. Pricing will continue to be a challenge in India because arriving at the profit margins can be a daunting task. There is a crying need to make product liability cover mandatory. But this continues to be a grey area.

Not many insurers are offering cover for reputation risks. Asia continues to be a production hub for many brands. Production cost in Asia is competitive compared to that in America and Europe. Automobile giants have recalled their products following complaints of product-related performance issues. This has led to increased demand for product liability covers which are needed to protect capital. The other covers that can be provided in the future are – liability for environmental

damage, contamination of products cover, standalone product recall and financial guarantee and title insurance. There is still scope to explore more innovative covers that can be provided. Even social media activity can expose an individual to a liability risk. When a company makes an IPO or an initial public offer, this can also expose it to risks that were hitherto unexpected. Even intellectual property rights can be protected through liability insurance cover. Thus, liability insurance is a Greenfield cover that will experience an increase in the demand as more business risks get exposed.

Liability insurance needs support of reinsurance in the long run; otherwise liability claims can lead to rapid depletion of capital. Another interesting aspect is that though insurance has always followed the principle of indemnity (i.e. the insured cannot profit out of a claim – the objective being to maintain the same position of the insured before the loss through payment of the claim), innovative covers may extend an olive branch to the insured by extending the scope of the cover. The moral hazard associated with policies like D&O policy also needs to be carefully handled.

India is presently a service-led economy but as manufacturing picks up steam, awareness about liability insurance is expected to increase. Many losses and claims are now getting resolved out of court because the costs of litigation in India are huge. Court proceedings can take forever to get resolved. This has led to the “mediation” route. The new companies' law has made provisions for setting up a court for handling insurance claims.

Customers are becoming more and more digitally connected and so the awareness about their rights is increasing. So,

companies have to be vigilant about their risk exposures. As new risk exposures are better understood, insurance companies will need to invest greater amount of resources in understanding the technical aspects of risks to enhance underwriting efficiency and transition to a seamless claims-resolution process.

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Impact of HR Practices on Employees Performance

Prof. Aabha S Singhvi* & Pradeep P. Sharma**

ABSTRACT

A purpose of this research is to identify the impact of HR practices on Employee's performance in the Pharma Sector in Vapi, Gujarat. The study collected from a Primary and Secondary Data. Primary data was collected through questionnaires, which were floated among 77 employees of pharmaceutical sector. SPSS software was used to find out the results. Secondary Data was collected through an interview, company websites, and other sources. The HR practices were independent variables (Recruitment and Selection, Training & Development, Performance Appraisal, career development & compensation) and Dependent Variable is (Employees Performance). To figure out the association between variables, Regression, ANOVA analysis was considered. To find the impact on variables, T-Test, chi square analysis was considered. The result was indicated that an Employees Performance has a positive output in all the analysis which is considered with the HR Practices.

KEYWORDS: Recruitment and Selection, Training & Development, Performance Appraisal, career development & compensation, Employees Performance.

1. INTRODUCTION TO STUDY

1. Recruitment and Selection:

Recruitment and selection are integrated factors that affect the performance of the employee. Recruit and select appropriate employee for suitable position of work have close relationships and connections with the organization's development. Many studies found positive relationship between recruitment and selection and employee performance. Selection is the process of assessing candidates, appointing a holder to ensure that the most appropriate candidate is hired.

2. Performance Appraisal: The performance appraisal can be defined as a process, designed to help employees understand their roles, objective, expectations and performance success.

3. Training and Development: The meaning of training is describe any effort initiated by an organization to foster learning among members.

4. Compensation: Employee compensation includes all forms of pay and rewards received by employees for the performance of their jobs.

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5. Career Development: Career development is a process whereby an individual sets career goals and identifies the means to achieve them.

6. Employee Performance: The employees performance is use of knowledge, skills, experiences and abilities, to perform the assigned mission required by their managers efficient and effectively.

2. LITERATURE REVIEW

Sr. No.	Author Name	Year	Title	Findings
1.	Gisela Demo, Elaine Rabelo Neiva, Iara Nunes, Kesia Rozzett	2012	Human Resources Management Policies & Practices	This study contributes to HRMPPS but also as an evaluation instrument by managers who wish to improve their employees' well-being as well as organizational outcomes.
2.	Ilias P. Vlachos	2009	The effects of human resource practices on firm growth	The aim of study to assess the HR practices contributes to firm's growth. Eventually, selecting, training, and rewarding employees as well as giving them the power to decide for the benefit of their firm, contribute significantly to firm growth.
3.	Pankaj Tiwari, Karunesh Saxen	2012	HUMAN RESOURCE MANAGEMENT PRACTICES: A COMPREHENSIVE REVIEW	Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. After reviewing the existing literature on HRM practices, the researchers have found that HRM practices get affected by external and internal factors and directly or indirectly affect other variables such as employee's attitude, employee employer relations, financial performance, employee productivity etc.

3. MYTHOLOGY

3.1 Problem Statement

- What is the status of human resource practices in Pharmaceutical Company / Sector?
- To study an impact of HR practices on employee performance.

3.2 Objective & Hypothesis

- To determine the status of human resource practices and policy in pharmaceutical company. In order to materialize this objective, the following specific objectives were considered.
- To address the linkage between HR practices and organizational performance.
- To assess Megafine industry Human resource management practices on its performance.

- To explore the importance and to change the mind-set of the employers by introducing Human Resource practices as these practices are contributing in the performance of the organization and employees collectively.

HYPOTHESIS.1

H0: There is no significant effect of human resource management practices on employee performance.

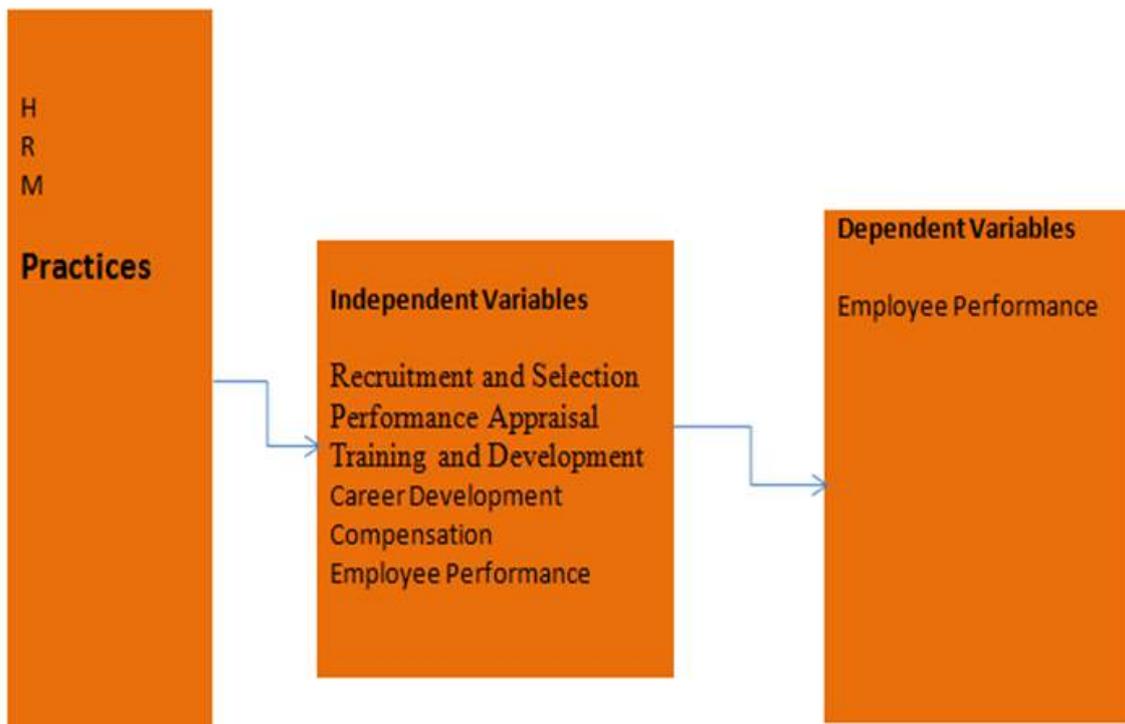
H1: There is significant effect of human resource management practices on employee performance.

HYPOTHESIS.2

Ho: There is no impact between HRM practices and employee performance.

H1: There is impact between HRM practices and employee performance.

3.3 Research Variables



3.4 LIMITATION OF THE STUDY

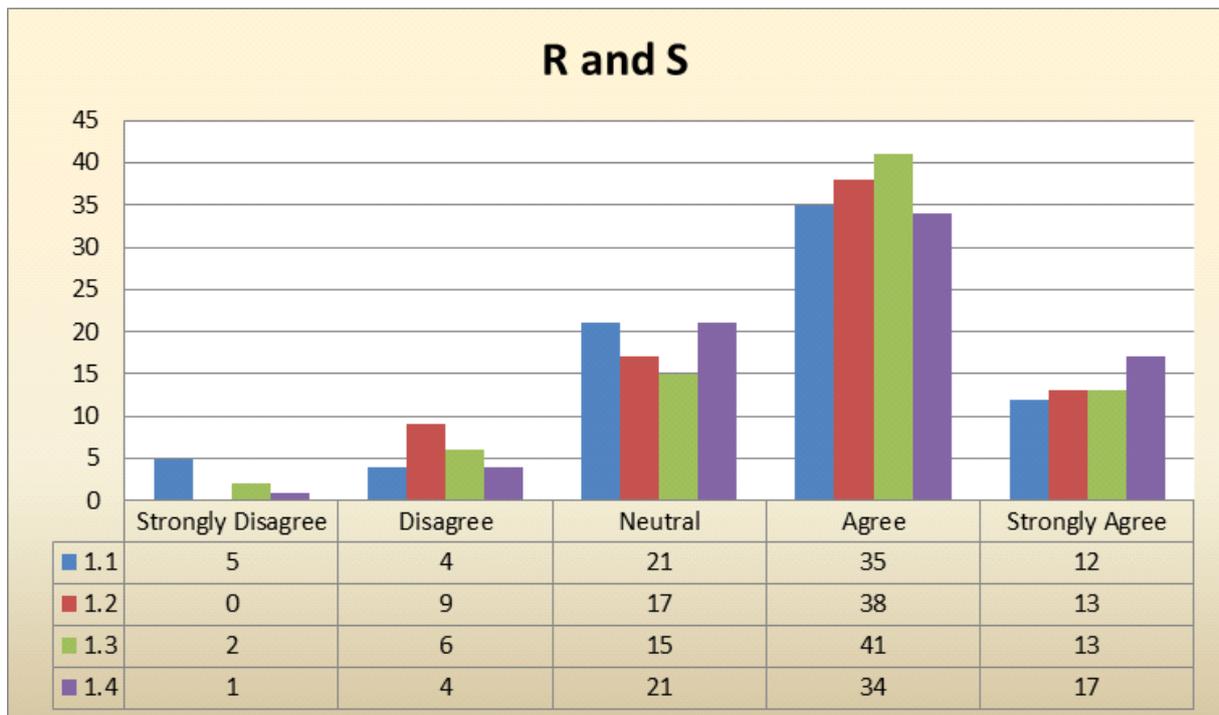
The study examined only five human resource practices (recruitment and

selection, performance appraisal, training and development, career development, compensation while other HR practices can also be used for the study to get a clear idea.

4. DATA ANALYSIS AND INTERPRETATION

1. Recruitment and Selection

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Your company use Recruitment and selection as a strategic tool?	5	4	21	35	12
2	Recruitment and selection practise affect the performance of employees?	0	9	17	38	13
3	Recruitment and selection give competitive advantage to organization?	2	6	15	14	13
4	You are satisfied with present Recruitment and selection practise?	1	4	21	34	17



Interpretation

Recruitment and Selection

- Q1.1 - 47 respondent are (Strongly agree and Agree with R & S practise)
- Q1.2 -51 respondent are (Strongly agree

and Agree with R & S practise)

-Q1.3- 54 respondent are (Strongly agree and Agree with R & S practise)

-Q1.4 51 respondent are (Strongly agree and Agree with R & S practise)

2. Performance Appraisal

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Appraisal system in this company is growth and development oriented?	3	10	21	32	11
2	Performance Appraisal system has influence on individual and team behaviour?	0	11	19	32	15
3	The performance rating is helpful for the management to provide employee counselling.	2	9	22	35	9
4	Satisfied with the existing performance appraisal system.	0	13	16	35	13
5	Have separate committee to review the performance appraisal result.	1	6	20	27	23



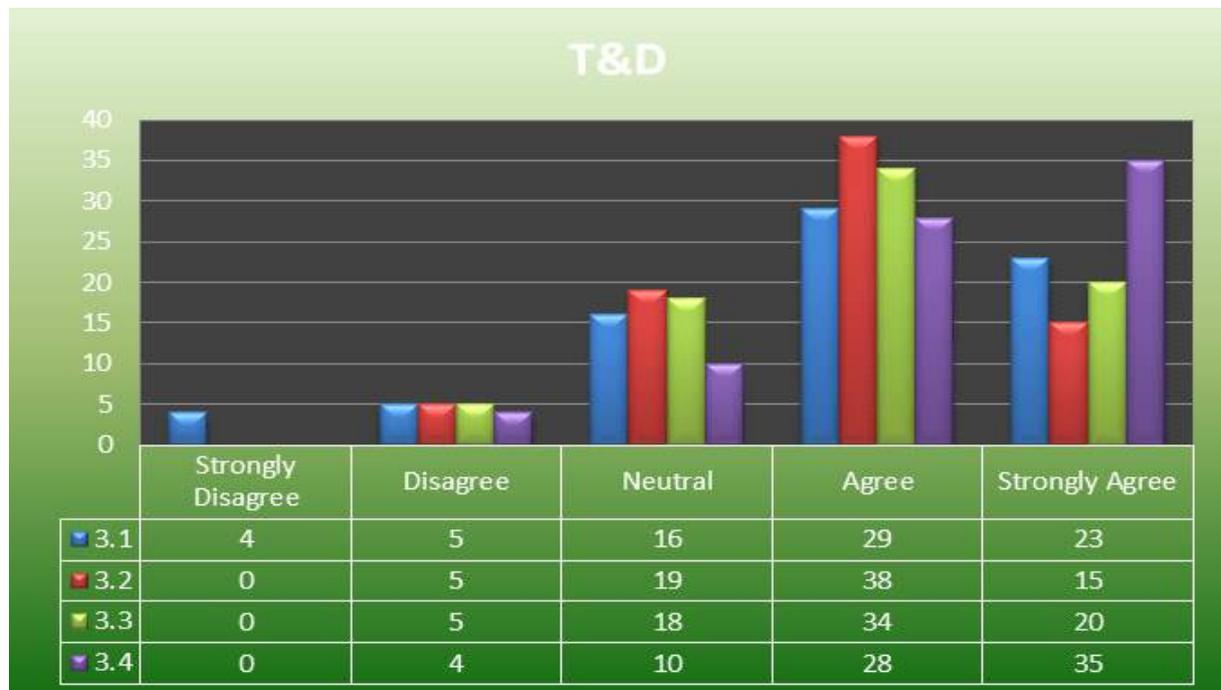
Interpretation

Performance Appraisal

- Q2.1 - 43 respondent are (Strongly agree and Agree with PA practise)
- Q2.2 - 47 respondent are (Strongly agree and Agree with PA practise)
- Q2.3 - 44 respondent are (Strongly agree and Agree with PA practise)
- Q2.4 - 48 respondent are (Strongly agree and Agree with PA practise)
- Q2.5 - 50 respondent are (Strongly agree and Agree with PA practise)

3. Training and Development

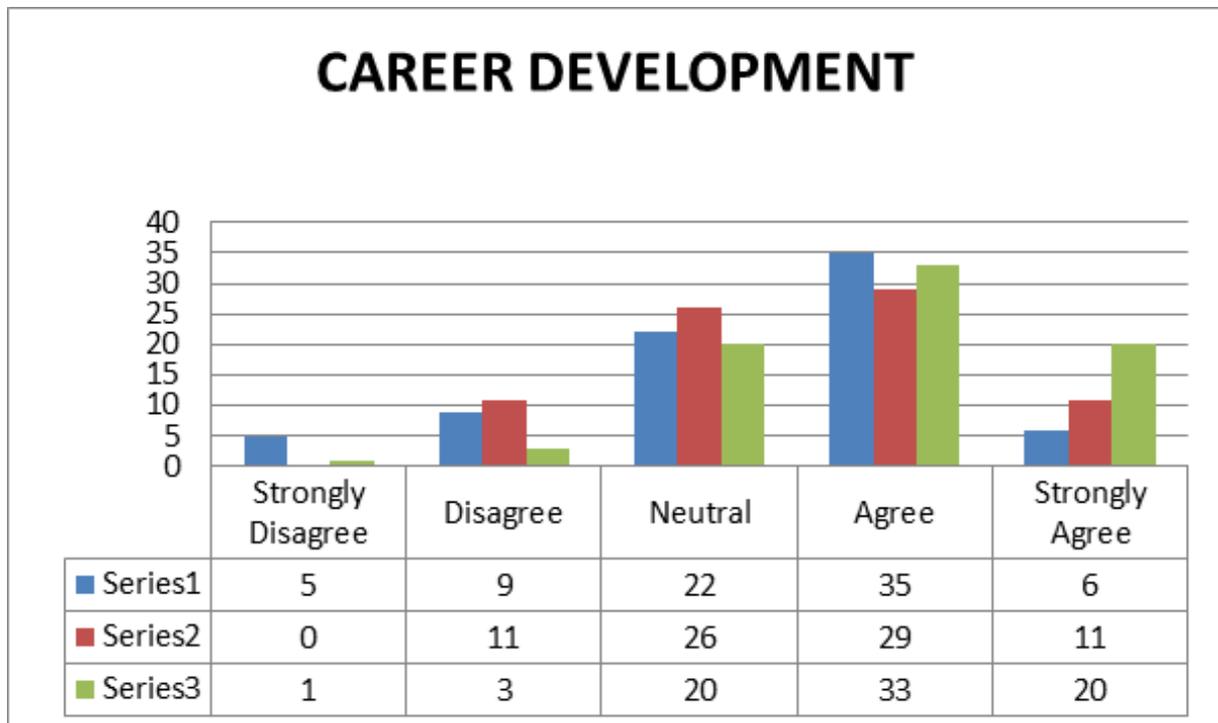
Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	T & D helps to increase the motivation level of employees?	4	5	16	29	23
2	Does the learning from the training is im plement in your work?	0	5	19	38	15
3	Training is required to improve my skills?	0	5	18	34	20
4	Training and development is connected with the employee’s performances?	0	4	10	28	35



- **Interpretation**
- Training and Development
- Q3.1 - 52 respondent are (Strongly agree and Agree with TD practise)
- Q3.2 - 53 respondent are (Strongly agree and Agree with TD practise)
- Q3.3 - 28 respondent are (Strongly agree and Agree with TD practise)
- Q3.4 - 63 respondent are (Strongly agree and Agree with TD practise)

4. Career Development

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have opportunities to learn and grow.	0	5	26	36	10
2.	I have a clearly established career path in my company.	2	8	27	32	8
3.	Are you satisfied with the practices being adopted by the management in framing your career path?	0	7	20	34	16

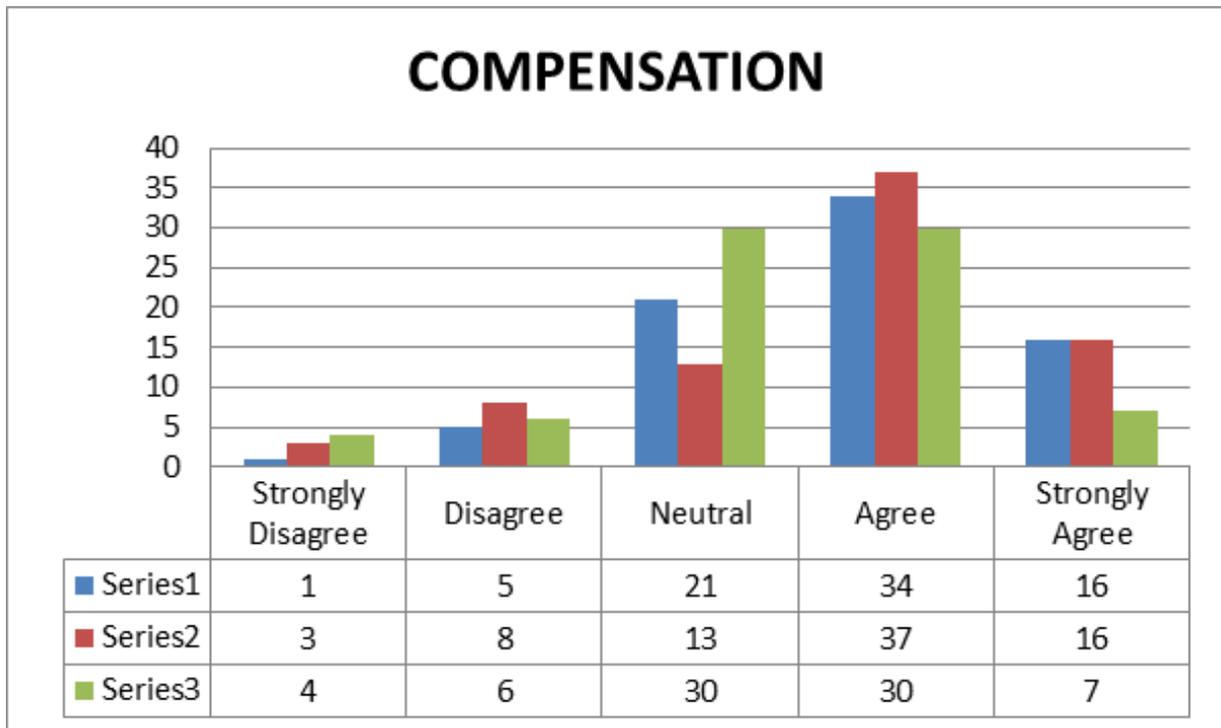


Interpretation

- Career Development
- Q4.1 – 41 respondent are (Strongly agree and Agree with Career Development)
- Q4.2 – 40 respondent are (Strongly agree and Agree with Career Development)
- Q4.3– 53 respondent are (Strongly agree and Agree with Career Development)

5. Compensation

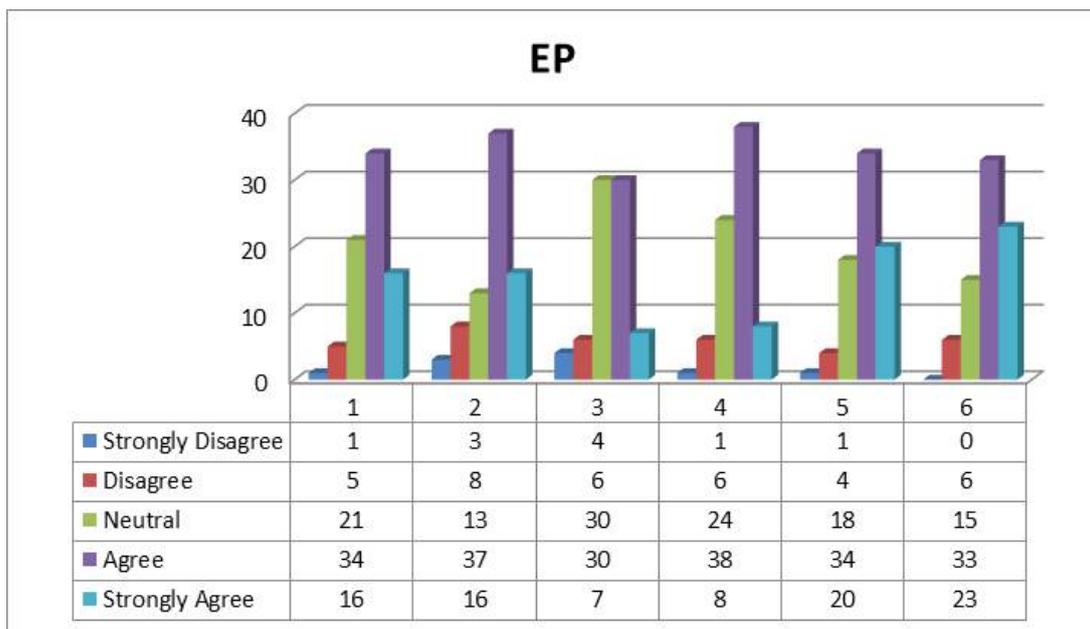
Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with the level of pay I receive.	5	9	22	35	6
2.	Company pay practise help attract high performing employees.	0	11	26	29	11
3.	Company offers rewards based on performance.	1	3	20	33	20



- Interpretation
- Compensation
- Q5.1 – 41 respondent are (Strongly agree and Agree with Compensation)
- Q5.2 – 40 respondent are (Strongly agree and Agree with Compensation)
- Q5.3 – 53 respondent are (Strongly agree and Agree with Compensation)

6. Employee Performance

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Training provided by company has positive impact on employee performance.	1	5	21	34	16
2.	The experience gained in this company will be helpful in advancement of my future career.	3	8	13	37	16
3.	I feel HR practices has direct impact on the retention of employee	4	6	30	30	7
4.	I feel HR practices has positive effect on employee turnover.	1	6	24	38	8
5.	I think this company is a good place to work.	1	4	18	34	20
6.	I have been given equal opportunity to develop my skills and knowledge	0	6	15	33	23



Interpretation

- Employee Performance
- Q6.1 – 50 respondent are (Strongly agree and Agree with EF)
- Q6.2 – 53 respondent are (Strongly agree and Agree with EF)
- Q6.3 – 37 respondent are (Strongly

- agree and Agree with EF)
- Q6.4 – 46 respondent are (Strongly agree and Agree with EF)
- Q6.5 – 54 respondent are (Strongly agree and Agree with EF)
- Q6.6 – 56 respondent are (Strongly agree and Agree with EF)

7. Results

7.1 Regression Analysis

A hypothesis is used to tested a level of significance for HRM practices on Employees Performance:-

HYPOTHESIS.1

H0: There is no significant effect of human resource management practices on employee performance.

H1: There is significant effect of human resource management practices on employee performance.

Dependent variable: Employees performance.

Independent variable : Recruitment & selection ,training & development, Performance Appraisal, Career development ,Compensation

Table: 1 Variables Entered/Removed

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	CP, RS, CD, PS, TD ^b	.	Enter
a. Dependent Variable: EP			
b. All requested variables entered.			

Table: 2 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.564	2.25906
a. Predictors: (Constant), CP, RS, CD, PS, TD				

There is a highly association between Employees Performance and HR practices is 59.3%

Table: 3 ANOVA

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	527.792	5	105.558	20.684	.000 ^b
	Residual	362.338	71	5.103		
	Total	890.130	76			
a. Dependent Variable: EP						
b. Predictors: (Constant), CP, RS, CD, PS, TD						

Table: 4 Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.023	2.338		.010	.992
	RS	-.175	.127	-.129	-1.381	.172
	PS	.365	.107	.308	3.403	.001
	TD	.427	.138	.299	3.093	.003
	CD	.660	.179	.320	3.688	.000
	CP	.404	.155	.224	2.604	.011
a. Dependent Variable: EP						

$Y = x$

Where, Y=Overall satisfaction
= Constant Intercept

B = Slope

$Y = +\beta x$

$Y = 1.681 + .023x$

Decision: The regression models suggest that 77 percent (.770a) of the total variance in employees' performance is explained by these HRM practices which means that these aggregate to a greater extent. Hence it is clear that HRM

practices play a very important role on the performance of the employees

A hypothesis is used to tested a level of significance for HRM practices on Employees Performance:-

HYPOTHESIS.2

Ho: There is no impact between HRM practices and employee performance.

H1: There is impact between HRM practices and employee performance.

5.2 T-Test

Table: 5 One-Sample Statistics

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
G1	77	1.2727	.44828	.05109
EP	77	22.2987	3.42231	.39001

6. Conclusion

- The responses were tabulated and a relationship between the HR practices and the employee's performance was statistically achieved with the help of Regression, T- test and chi-square analysis.
- Respondents are agree and strongly agree with the (RS, PA, TD, CD, CO & EF) provided by company which has positive impacts on employees performance.
- 51% respondents have strongly agreed that company has a well –defined recruitment and selection policy
- 50% respondents strongly agreed with PA methods.
- A employees are fully satisfied with the policy performed by the “Megafine pharma Pvt ltd”
- The study support the research problem as there is significant relation of employee's performance with HRM practice including Recruitment & Selection, Training & Development, Performance Appraisal, Career development, Compensation, Rewards, Employees performance.
- The management should pay special

heed towards maintaining the best level between HRM practices and employees performance, because HRM practices heavily affect the productivity of the organization and it is now commonly accepted that employees create an important source of competitive advantage for firms.

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Table: 6 One-Sample Test

One-Sample Test						
	Test Value = 0					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
G1	24.913	76	.000	1.27273	1.1710	1.3745
EP	57.175	76	.000	22.29870	21.5219	23.0755

The Chi-Square test is applied between a marital status and Employees performance.

Table: 7 Chi-Square Test

M1			
	Observed N	Expected N	Residual
Married	62	38.5	23.5
Unmarried	15	38.5	-23.5
Total	77		

Table: 8 T-Test

Test Statistics		
	EP	M1
Chi-Square	43.727 ^a	28.688 ^b
Df	15	1
Asymp. Sig.	.000	.000
a. 16 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 38.5.		

Annexure

A
Questionnaire
ON
“IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEES
PERFORMANCE”
At
Megafine Pvt Ltd

Demographical questions for respondent:-

Age:-

Education:-

Occupation status:-

Gender: - Male Female

Marital status: - Married Unmarried

Experience:-

1. Recruitment and Selection

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Your company use Recruitment and selection as a strategic tool?					
2	Recruitment and selection policy affect the performance of employees?					
3	Recruitment and selection give competitive advantage to organization?					
4	You are satisfied with present Recruitment and selection policy?					

2. Performance Appraisal

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Appraisal system in this company is growth and development oriented?					
2	Performance Appraisal system has influence on individual and team behaviour?					
3	The performance rating is helpful for the management to provide employee counselling?					
4	Satisfied with the existing performance appraisal system.					
5	Have separate committee to review the performance appraisal result.					

3. Training and Development

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	T & D is helps to increase the motivation level of employee?					
2	Does the learning from the training is implement in your work?					
3	Training is required to be improving my skills?					
4	Training and development is connected with the employee's performances?					

4. Career Development

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have opportunities to learn and grow.					
2.	I have a clearly established career path in my company.					
3.	Are you satisfied with the practices being adopted by the management in framing your career path?					

5. Compensation

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with the level of pay I receive.					
2.	Company pay policy help attract high performing employees.					
3.	Company offers rewards based on performance.					

6. Employee Performance

Sr. NO	Variables	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Training provided by company has positive impact on employee performance.					
2.	The experience gained in this company will be helpful in advancement of my future career.					
3.	I feel HR practices has direct impact on the retention of employee					
4.	I feel HR practices has positive effect on employee turnover.					
5.	I think this company is a good place to work.					
6.	I have been given equal opportunity to develop my skills and knowledge					

Experimentation In Business Research

Sumeet Manerikar*

Experimentation is a research method for testing different assumptions (hypotheses) by trial and error under conditions constructed and controlled by the researcher. During the experiment, one or more conditions (called independent variables) are allowed to change in an organized manner and the effect of these changes on associated conditions (called dependent variables) is measured, recorded, validated, and analyzed for arriving at a conclusion.

Steps in an experiment:

- Identify and define the problem.
- Formulate hypothesis and deduce its consequence.
- Construct an experimental design that represents all the elements, conditions, and relations to the consequence.
- Conduct the experiment.
- Compile raw data and reduce to usable form.
- Apply an appropriate test of significance

Major types of experimental designs:

- **Post-test Only Design** – This type of design has two randomly assigned groups: an experimental group and a control group. Neither group is pretested before the implementation of the treatment.

The treatment is applied to the experimental group and the post-test is carried out on both groups to assess the effect of the treatment or manipulation. This type of design is common when it is not possible to pretest the subjects.

- **Pretest-Post-test Only Design** - The subjects are again randomly assigned to either the experimental or the control group. Both groups are pretested for the independent variable. The experimental group receives the treatment and both groups are post-tested to examine the effects of manipulating the independent variable on the dependent variable.
- **Solomon Four Group Design** – Subjects are randomly assigned into one of four groups. There are two experimental groups and two control groups. Only two groups are pretested. One pretested group and one unpretested group receive the treatment. All four groups will receive the post-test. The effects of the dependent variable originally observed are then compared to the effects of the independent variable on the dependent variable as seen in the post-test results. This method is really a combination of the previous two methods and is used to

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eliminate potential sources of error.

- **Factorial Design** – The researcher manipulates two or more independent variables (factors) simultaneously to observe their effects on the dependent variable. This design allows for the testing of two or more hypotheses in a single project. One example would be a researcher who wanted to test two different protocols for burn wounds with the frequency of the care being administered in 2, 4, and 6 hour increments.

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QUOTES

*“Everything is easy when you are busy.
But nothing is easy when you are lazy.”*

*See for the highest, aim at that highest,
and you shall reach the highest.*

*All the wealth of the world cannot help one little Indian
village if the people are not taught to help themselves.
Our work should be mainly educational, both moral and intellectual.*

*Where can we go to find God if we cannot see Him in our own
heart and in every living being.*

*A word is uttered, and we do not wait to consider its meaning;
we jump to a conclusion immediately. It is the sign of weakness of the Chitta.*

*Every word is sacred and eternal, eternal as the soul,
without beginning and without end.*

*The network of words is like a huge forest
in which the human mind loses itself and finds no way out*

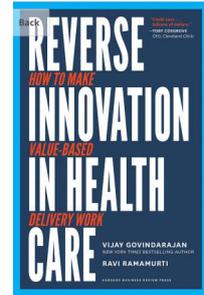
Swami Vivekananda

BOOK EXCERPT

Reverse Innovation in Healthcare Delivery

How to make Value-based Delivery work

Expanding access for the Uninsured



Vijay Govindarajan* and Ravi Ramamurti**

One way to serve the Uninsured?

In India, several of the exemplars took into their own hands the problem of providing health care to the middle class and the poor. Rather than wait for the government to meet this need, they pursued a strategy of cost innovation that enabled them to generate higher margins on serving the well- to- do at prevailing prices, which then allowed them to provide free or subsidized care for many poor people. Ascension was doing exactly the same thing. In both India and the United States, the strategy worked because the organizations' inspiring purpose led employees to and innovative ways of improving quality, lowering cost, and expanding access— all at once.

Pacific Vision Foundation: Seeing Is Believing

In California, another nonprofit, Pacific Vision Foundation (PVF), was taking a leaf from the book of another Indian exemplar, Aravind, to bring free eye care to the poor and uninsured in the San Francisco Bay Area. The Robert Wood Johnson Foundation, which supported PVF's experiment with a \$10 million loan, was hoping that if PVF succeeded in its efforts,

the Aravind model could be applied to treat other medical conditions affecting the uninsured poor. Dr. Bruce Spivey, founder of PVF and founding president of the American Academy of Ophthalmology, was inspired by the vision and compassion of Aravind's founder, Dr. Govindappa Venkataswamy (known as Dr. V), whom he first met many years earlier during one of Dr. V's visits to the United States. During those visits, Dr. V would often say to surgeons, "Intelligence and capability are not enough. There must be the joy of doing something beautiful." Spivey wanted to bring that spirit and the Aravind model of ophthalmological care to the San Francisco Bay Area. The Robert Wood Johnson Foundation (RWJF) helped launch Spivey's Pacific Vision Foundation with a \$10 million low- interest loan in 2016.

RWJF expected the Pacific Vision Foundation to adopt two key elements of the Aravind model:

1. Maintain "very high efficiency . . . with surgical services located in a central facility, capitalizing on high patient flow, and systematically reducing and eliminating inefficiencies both inside the operating room and out;" and
2. Maintain "a keen focus on quality,

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**Ravi Ramamurti holds the title of University Distinguished Professor which is the highest honor bestowed on faculty members at Northwestern University, USA.

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customer satisfaction and value such that paying patients are attracted to the program, thereby generating revenues that can be used to subsidize low-income patients.”

PVF's plan was to integrate its operations with federally qualified community health centers in nine counties throughout the Bay Area in a hub- and- spoke pattern. The community health centers, which provided only primary care, had long referred patients with cataracts and other eye problems to area hospitals, but no one knew how many patients actually followed through with treatment. PVF planned to set up an eye clinic in one of these centers and send an ophthalmologist to visit on rotation. Taking a leaf from Aravind's book, PVF would arrange free transportation to and from the hub hospital for patients who needed surgical care, because most poor patients could not afford to spend the three or four hours it would take (each way) to get to and from the hospital using public transportation. Like Aravind, PVF also planned to create tele medicine links between PVF and the community clinics so that ophthalmologists could consult with patients remotely. Spivey estimated that PVF's costs, including nursing care and OR expenses (but excluding the surgeon's fee), would be about \$500 for each free surgery. He was hoping to engage eager ophthalmology residents and junior surgeons to perform the surgeries for free. These free surgeries were projected to total from five hundred to seven hundred a year, or 10 percent of all surgeries performed at PVF. In due course, PVF might hire junior ophthalmologists on its own payroll to perform free surgeries. Spivey knew that some of Aravind's practices, such as simultaneous surgeries, wouldn't fly in US hospitals, but he believed other practices would be

transferable. He was confident, for instance, that he could steer a large volume of cases to PVF, reduce the turnaround time between surgeries, and reduce the time required to prepare patients for surgery.

“Our model is really a cross between Aravind and LV Prasad Eye Institute,” Spivey told us. ¹⁸ Like LV Prasad, Spivey's PVF would rely on donations, government support, and the community- care obligations of a leading local hospital rather than on self-financing, as Aravind did. But like Aravind, PVF would strive for high operational efficiency. The Robert Wood Johnson Foundation had a much bigger idea. It saw PVF as a test case for Indian health- care innovations that could address a wide range of other medical conditions and remedy the current societal condition of separate and unequal care for the poor. If the Aravind model worked for eye care for the uninsured, RWJF hoped to replicate that model to treat poor and uninsured patients with other problems, ranging from orthopedic to dermatologic to psychiatric.

Universal Health Care Is within Reach in the United States

The Ascension and PVF examples should make us rethink the direction of US policy. Debates about health- care reform in Washington, DC, tend to focus on how health insurance can be extended to the uninsured. While this is a laudable effort, it does little to control the spiraling cost of health care in the United States, which has become increasingly unaffordable even to those with health insurance. Ascension and PVF demonstrate an alternative solution to the problem— one in which hospitals can strive for greater efficiency in serving the insured in order to free up resources to care for the uninsured. To put the US challenge in perspective, keep in mind that the

Indian exemplars were able to treat one or two free patients for every paying patient and still be profitable— despite charging ultra-low prices. In contrast, in the United States, the uninsured account for roughly 10 percent of the total population and prices for medical care are among the highest in the world. Surely, US hospitals can find enough opportunities for cost savings to subsidize one patient in ten. The real challenge in the United States, in our view, is to imbue American health-care organizations with the kind of purpose that inspired the Indian exemplars and organizations like Ascension and Pacific Vision Foundation. US health-care organizations need to rediscover the values and sense of purpose that attracted many employees to the health-care profession in the first place.

LESSONS FROM ASCENSION

Why worth replicating?

- US hospitals are laggards in operations management, including supply-chain management. Modifying processes to improve outcomes can save billions of dollars that can be used to care for the uninsured and to provide relief on copays and deductibles for the underinsured— or just to prepare for a future of value-based competition where efficiency and cost will matter a great deal.
- If all big hospitals adopted Ascension's approach to operational excellence and efficiency, the resulting savings would be more than enough to care for all the uninsured in the United States and then some.

How to replicate?

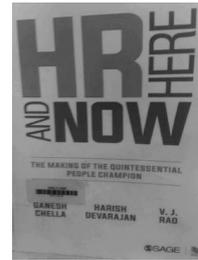
- *Use an inspiring purpose to drive*

innovation and collaboration: Health professionals and non prompt organizations have a strong commitment to serving people. Leverage these traditions to turbocharge organizational collaboration and to drive breakthrough innovations that can free up resources for taking care of more uninsured and underinsured patients.

- **Lead with physician staff:** Doctors and nurses are key change agents. If they are involved in and committed to finding solutions, they can smooth the way for effective execution. Don't work around these groups. Work with and through them.
- **Use scale not just for market power but also to dramatically lower cost:** Many hospital mergers are motivated by the desire to build bargaining power vis-à-vis insurers, but scale should also be used to improve efficiency, by standardizing protocols and procedures and by centralizing functions such as procurement and support services.
- **Start small, and then spread what works:** Find volunteer alpha sites with multi functional teams to take on new initiatives, improve processes, reduce complications and readmissions, etc. Then spread across the entire system those things that work. Small wins can lead to big wins.
- **Create an independent venture group:** Consider creating a separate unit to pursue new ventures and radical ideas that may not fit with or take root within the core organization but that can nonetheless help improve performance and prepare the organization for the future. Consider spinning off successful new ventures so that they can serve external as well as internal customers.

BOOK REVIEW

Title	: HR Here And Now
Authors	: Ganesh Chella, Harish D., V.J.Rao
Publisher	: Sage Publishing
Pages	: 372 pages
Price	: Rs.595/-



Riveting, revealing and relevant, are the expressions that the book “HR – HERE AND NOW” brings to your mind. As businesses have gone diverse, dynamic and beyond conventional borders in every sense of it, it's the human power that has witnessed the tremendous impact on their employment, work life and life itself. Yet somehow in management literature the book that can give deep dive into HR in it's complete corporate spectrum was needed.

The organised way in which the book unfolds is in a way reflection of the authors ability to look at HR in completeness and the connectedness to business and gives a key to readers as to what to expect and having set the expectations it also fulfils it in a rich manner.

The book gives a detailed picture of how each practices of HR as a function are essential and how it impacts businesses all along with several industry references and anecdotes. And the authors have taken good efforts to present the content in crisp yet conversational language that connects with readers easily.

From Airtel to Wipro and from manufacturing to ecommerce, the authors have got many interesting in-sights from diverse industries and companies. The fact that all three authors have been well decorated and dedicated HR champions have helped them to build a rich tapestry of corporate stories. While taking the readers on the journey to how HR function has evolved and it's contributions to the organisations evolvment, the authors have also very objectively concluded every chapter with scope for further evolvment and growth. Closing reflections at the end of each chapter, makes the reader take a pause and reflect with the book and reconnects with further reading. For the young students and HR managers this could be helpful to look into some questions presented there.

While writing on the various demands on the HR function, the book touches several important aspects and gives in-sights that only a seasoned HR leader can give. In totality and objectively (which is important) the book presents a practitioner's point of view, while highlighting the old and current practices and their impact. The topics like 'tell me about bell curve', compensation and benefit strategies, managing aspirations, and diversity topics offer young HR managers excellent in-sights and framework to dwell.

As the readers moves ahead, one can see how in almost in a fashion of business history writers, authors have managed to share the journey of HR functions and in a way how business are working.

The style of the writing is engaging and each chapter is presented in very logical and well thought streamlined manner. Just goes on to show the thoughtfulness of the authors. Several sub topics have simple and clean illustrations to help readers get quick grasp on the point.

Part 5 and Part 6 , touches upon HR philosophy and championing the role and contribution of HR, makes for an excellent reading and particularly here the authors belief and commitment towards HR excellence enables them to share the great learnings and highlight the future of HR profession.

Part .7 which is the last part is unique and is a stellar part of the book. Connecting HR into today's happening and vibrant business context, the book presents HR's case and champions without sounding pompous and biased.

Not to miss the Epilogue, written in witty and conversational tone, is a wonderful way of paying tribute to HR 's journey so far and the optimistic way of being open to wide ever-changing world.

The book is great reading for students of HR , Academicians and HR managers of different levels. It offers great learning of HR, explains its form as it is seen today and also comments on it's future. For the young manager's it can offer as a guide book while making career choices and for the other business managers gives peek into HR rationale. Even CEO's can gain very good HR perspective and valuable in-sights about the company's most precious assets.

All three authors Ganesh Chella , Harish D., and V.J.Rao are exemplary HR leaders. Much like dedicated farmers, who toil for a good harvest and end up enriching the soil. These authors have contributed to HR field while managing their own careers and organisation. Result, a book to cherish and learnings to be shared and pride of place for all HR folks.

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POEM

Saluting The Teachers - Guru Poornima Day

B. N. Jagadeesh Prasad*

Among the many professions in this world,
Teacher's is the most respected word.
Engaged in people development activity,
They serve the needs of a better society.

Bringing out the best in their students,
They enable the blossoming of their talents.
Facilities and syllabus - Institutions provide,
It is teachers who give them a place of pride.

Students from different background come.
By Teachers' influence - achievers they become.
Providing a nurturing environment,
Teachers – play a role prominent.

Gurukula concept was a part of Indian Culture.
Ertswile Kings and Rulers used to nurture.
Many princes under gurus care a long time spent,
And both academic and practical lessons they learnt.

Great Teachers are a source inspiration.
They are an asset to every generation.
Kalam – was one such we can quote.
By studying his life, his great qualities we can note.

As the Nation celebrates Guru Poornima Day,
Saluting them, our best wishes to them, let us convey.

**B. N. Jagadeesh Prasad is an engineer by Qualification. He retired as Head- HRD in Bharat Electronics Ltd, Bengaluru. Poetry and Training is his Passion. He won Editor's Choice Award from National Library of Poetry USA. His Poems on Quality & Productivity have been appreciated by American Society of Quality and a few have been published on their website Email: bnjpbelur@gmail.com*

Core values

1. Passion:

The soul of Welingkar blossoms in our heart, mind and body.

2. Breakthrough Thinking:

We foster academic rigour in an environment conducive to innovation.

3. Result oriented, Process driven Work Ethic:

We adopt dynamic quality processes to ensure accountability and exceptional performances.

4. We Link and Care:

We support and collaborate with all our stakeholders through mutual trust and respect.



Quality policy

We are committed to give our students Quality Management Education in tune with the changing needs of business and industry.

We shall endeavor to do this by:

- Providing the best learning resources.
- Making the environment conducive for students to develop their creativity, Leadership skills and ability to learn continuously.

We shall follow a data oriented factual approach to Quality Management leading to continual improvement of our processes culminating in total customer satisfaction.



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