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IJMIR

International Journal of Management Issues and Research

Aims and Scope

AIM

International Journal of Management Issues and Research (IJMIR) is a refereed journal published by the School of Business Studies, Sharda University. It is an academic and a peer reviewed International Journal.

The Journal aims to:

- Disseminate original, theoretical, or applied research in the field of management and its allied areas.
- Publish original, industry-relevant research to reduce the academia-industry gap.
- Seek original, unpublished research based on theory, empirical analysis as well as experimental works for publication.
- Publish strong research in the field of Commerce & Finance, Sales and Marketing, HR and OB, Business Communication, Operations and SCM, IT & Business Analytics as part of Management as a field of Study and also in Healthcare management, as well as other interdisciplinary fields of management.

SCOPE

The scope of International Journal of Management Issues and Research (IJMIR) includes all domains that are listed above and wishes to include emerging themes and also action oriented research. The journal also welcomes focused discussions, cases, monographs and interview papers, and book reviews.

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Message From Editor-in-Chief :

Year 2019 was an interesting year where multiple academic and industrial research and mix of other academic research activities were carried out. The year saw the most prestigious Nobel prize for economics awarded to Prof. Esther Duflo and Prof. Abhijit Banerjee for their seminal work on using completely randomized design experiments to create upliftment of poor children in rural areas of many countries.

Their work was highly appreciated because of its intrinsic academic value and, also, for its practical adaptations by many government. Since research is an integral part of business management education, its implications are now more widespread with the increasing interventions of technology, globalization as well as consumerism on a larger scale of social domain.

Dissemination of research through research papers, case studies and popular articles leads the decision-makers to a better understanding of policies and decisions with a wider perspective. On the other hand, they serve as a comprehensive resource for researchers, academicians and practitioners. Researchers get an opportunity to receive feedback on their work from their peers and this leads to further insights and new vistas of research.

This year, the readers will find the articles varied in terms of their context and description where our editorial team has tried to amalgamate different thoughts of the scholars in this edition.

As you may be aware that IJMIR is gaining a lot of readership, and, in recent years, lot of articles were quoted and referenced. I see it as a very positive response and hope to see our journal gaining more traction in future. We, at SBS, are one big family of scholars and researchers, and I look forward for more contribution from all faculty members to this peer-reviewed Journal of School of Business Studies, Sharda University.

It is a matter of pleasure to present this issue of IJMIR. Our theme for the next issue of IJMIR has been decided, and it will be on Corporate and Social Responsibility. I also urge you to send your research Papers to be included in this upcoming issue on CSR.

I hope you will find this issue to be academically helpful for your research and understanding.

Happy Researching,

Dr. Subir Ranjan Das (OFFC)

Dean, School of Business Studies

Sharda University

Message from the Chairperson – Editorial Committee

Dear All,

I am happy to share with you this year Edition of our International Journal of Management Issues and Research , Volume 8 , Issue No. 1-2 , Year 2019 , focusing on the variety of the themes which is an endeavour to present varied ideas and researches in management. As you all are aware that International Journal of Management Issues and Research (IJMIR) is an international peer-reviewed journal, which publishes research papers, articles and case studies relevant in the area of business and management focusing on all the dimensions of management.

The forthcoming issues will be a special edition on CSR theme and the journal will welcome contributions in the CSR area . We hope to receive research articles , empirical studies, critical reviews, and practices by academicians, scholars and industry people who have worked , researched or developed some paper/article on CSR and may like to publish with our journal. I welcome all such authors.

Our sincere thanks to all the contributors for their continued support and interest.I also thank all the Journal committee members for their time and energy to review the articles and to select them.

We again request all academicians, researchers and practitioners to send their unpublished articles and papers for publication in our Journal.

Best regards,

Dr. Manmohan Rahul
School of Business Studies
Sharda University

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IJMIR

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JAM- Converting Indian Economy into Digital Economy

Dr. Jitender Bhandari

Professor IILM Graduate School of Management, Greater Noida, India

ABSTRACT

The Indian economy is the third-largest economy of the world in terms of purchasing power parity. It is also the fastest-growing major economy surpassing China. Nevertheless, the challenges remain huge. Millions of people still not been able to enjoy the fruits of growth because of various reasons including corruption in the system. The growth has not trickled down to those people. Corruption is another big issue. The solution it .ms is converting the economy into the digital economy and thereby plucking the leakages in government funding especially to poor people. JAM is one initiative through which the government wants to reduces the growing inequality among the masses. The present paper is a modest attempt to explain the JAM initiative and its potential advantages as well as its limitations.

Keywords: JAM, Digital economy, Inequality, Growth, Corruption

1. Introduction

According to the latest International Monetary Fund (IMF) projections, India has emerged as the fastest-growing major economy in the world, maintaining its GDP growth estimate of 7.2 percent for 2017-18. In the fiscal year 2017-18, the Asian Development Bank (ADB) projected the Indian economy to grow at 7.4 percent compared to 7.1 percent the previous year.

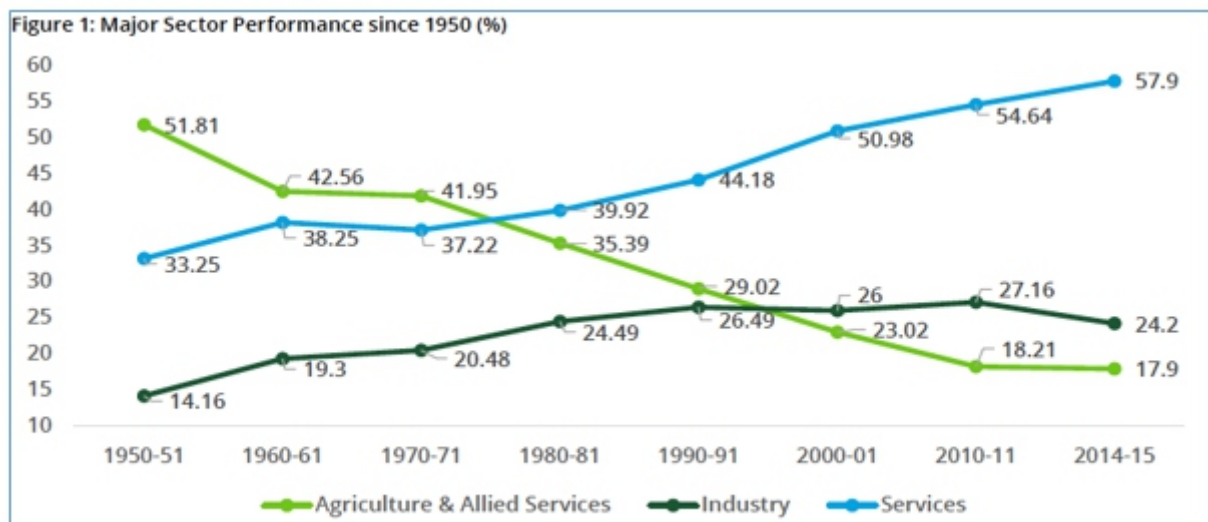
India's government has projected a 7.1 percent increase in the Indian economy in FY 2016-17. The Indian economy is expected to grow between 6.75 and 7.5 percent in FY 2017-18 according to the 2016-17 Economic Survey. The improvement in India's economic fundamentals has accelerated in 2015 with the combined effect of strong government reforms, the inflation focus of Reserve Bank of India (RBI) backed by stable world commodity prices.

According to market research firm Nielsen, India's consumer confidence index stood at 136 in the fourth quarter of 2016, topping the global list of countries on the same metric, owing to strong consumer sentiment.

In FY 2017-18, corporate earnings in India are expected to grow by more than 20 percent, supported by profit normalization, especially in sectors such as automobiles and banks, while GDP is expected to grow by 7.5 percent over the same period, according to Bloomberg consensus.

India has maintained its position as the world's third-largest start-up base with more than 4,750 technology start-ups, with about 1,400 new start-ups set up in 2016, according to a report by NASSCOM (A body representing the Indian IT industry).

According to a report by ASSOCHAM and Thought Arbitrage Research Institute, India's labor force is expected to reach 160-170 million by 2020 based on the population growth rate, increased labor force participation, and higher education enrolment among other factors. According to RBI numbers, India's foreign reserves stood at US\$ 366,781 billion as of March 17, 2017, compared to US\$ 360 billion by the end of March 2016.



Source: Planning Commission of India

2. JAM Foundation of Digital Economy (Jan Dhan 240M+ Aadhaar 1B+ Mobile 1B+):

Despite India showing economic growth rates higher than most developed countries in recent years, a majority of the country's population still does not have basic access to banking infrastructure. Financial inclusion is a relatively new socio-economic concept in India to provide affordable financial services to the underprivileged, who might not otherwise be aware of or able to afford these services. People from weaker sections of the society tend to rely on traditional financial activities such as saving, borrowing and managing day-to-day expenses without any access to banks, savings accounts, debit/credit cards, insurance, etc., and depend on informal means such as cash-on-hand, pawn-brokers, money lenders, etc. Most of the time, these choices are insufficient, risky and expensive.

The JAM Trinity is the consolidation of three critical projects i.e. Jan Dhan, Aadhaar and Mobile connectivity (JAM) expected to drive financial inclusion measures to bring about overall empowerment. It is a key reform to deliver the Direct Benefit Transfers (DBT) scheme along with subsidies², minimum wage payments, and other government schemes. According to the Economic Survey, about INR 3.78 lakh crore or 4.2% of the GDP, is currently spent on key subsidies.

The inefficient distribution system leads to wastage of resources rather than using for other developmental activities. The JAM Trinity would ensure last man delivery of benefits eliminating multiple mid-channel layers and empower citizens directly using technology.

Pradhan Mantri Jan Dhan Yojana (PMJDY) is a national mission for financial inclusion in India, which encompasses an integrated approach to bring about comprehensive financial inclusion of all the households in the country. It helps the citizens with universal access to banking facilities with at least one basic banking account for every household, financial literacy, access to credit, insurance and pension facility. The government also provides RuPay debit cards to the beneficiaries which have an in-built accident insurance cover of INR 1,00,000. The Jan Dhan Yojana will not only provide financial access but it will also channelize all the government benefits(from Center / State / Local Body) to the beneficiary's accounts. The Direct BenefitTransfer (DBT) will remove multiple layers of intermediaries for a smooth flow of benefits with least leakages and pilferages

Digital Infrastructure as a Core Utility to Every Citizen	Governance and Services on Demand	Digital Empowerment of Citizens
<ul style="list-style-type: none"> • Availability of high speed internet • Unique digital identity • Mobile phone and bank account • Easy access to common service center • Sharable private space on a public cloud • Safe and secure cyber space 	<ul style="list-style-type: none"> • Seamlessly integrated services across departments / jurisdictions • Real-time services (online / mobile) • All citizen entitlements portable and available on cloud • Digitally transformed services for improving ease of doing business • Cashless financial transaction • Geospatial Information Systems (GIS) for decision support systems & development 	<ul style="list-style-type: none"> • Universal digital literacy • Universally accessible digital resources • Availability of digital resources / services in Indian languages • Collaborative digital platforms for participative governance • Citizens not required to physically submit Govt. documents

The first phase of PMJDY, which was from 15 August 2014 to 14 August 2015, improved the financial inclusion in India significantly. Currently, the mission is in its second phase with a healthy progress report (Table 1).

Table 1: Progress report - Jan Dhan Yojana

Bank Type	Rural (million)	Urban (million)	Total (million)	Balance in Accounts (INR crore)	% of Zero Balance-Accounts
Public Sector Banks	108.7	85.3	194	34235.01	24.15%
Regional Rural Banks	35.9	5.8	41.8	7302.35	20.29%
Private Banks	5.2	3.3	8.6	1590.9	36.61%
Total	149.9	94.5	244.4	43128.25	23.93%

3. Aadhaar: Single Identity, Single Window

The Unique Identification Authority of India (UIDAI) is a program started by the central government in 2009 in India with an objective to provide a 12-digit unique identity number called Aadhaar to each citizen. This number is mapped to the citizen's biometrics and demographic data. As of June 2017, the program has issued more than 1 billion-plus Aadhaar cards to the Indian citizens.

Benefits of Aadhaar Card

Listed below are the most important benefits of the Aadhaar card and why it is a must for every Indian moving forward.

1. Aadhaar based Direct Benefit Transfer (LPG Subsidy): The 12 digit individual identification number on Aadhar card is used to get LPG subsidy amount directly in the bank account. This DBTL scheme is named as PAHAL. To get this benefit you need to visit your area's distributor and get Aadhar number linked to the 17 digit LPG consumer number. Although now you can get direct benefit transfer by linking bank account to the LPG number.
2. Jan Dhan Yojana: The Pradhan Mantra Jan Dhan Yojana (PMJDY) which has an objective to bring Indian citizens under the financial inclusion program uses Aadhaar as the only authentication document sufficient to open an account. Aadhaar eases the process of verification and helps in providing RuPay cards, zero balance accounts, and insurance schemes to the citizens.
3. Acquisition of Passport: Aadhaar card now helps citizens to get a passport in 10 days where police verification will be done at a later stage. Aadhaar number is now mandatory to get a passport in India.
4. DigiLocker: The digital locker is a key initiative to provide citizens a shareable private space on a public cloud and making all documents/certificates available on this cloud by linking the 12-digit Aadhaar card number. Self-uploaded documents can be digitally signed using the eSign facility.
5. Digital Life Certificates: The Digital Life Certificate i.e. Jeevan Pramaan is a biometric enabled digital service for pensioners to provide easy, hassle-free seamless experience of getting the life certificates. With this initiative, the pensioner's requirement to be physically present in front of the disbursing agency or the certification authority will become obsolete as their details can be digitally accessed by the agency through their
6. Voter Card Linking: Starting 9th March 2015, Aadhaar card UIDAI number would be linked to the voter ids. This action is taken to eliminate bogus voters. Once an Aadhaar number is linked, it would become impossible for a multiple voter ID cardholders to make it's illegal to use, as registration requires the voter cardholder to be physically present and produce Aadhaar card to the polling booth officer for linking.
7. Monthly Pension: All the pensioners from select states will now have to register their Aadhaar card numbers to their respective departments in order to receive a monthly pension. This move was initiated as there have been fraudulent incidents as beneficiaries requesting pension were found to be fake.

8. Provident Fund: Similar to pension, provident fund money will be given to the account holder who've registered their Aadhaar number with employee provident fund organization (EPFO).

9. Opening a new bank account: Aadhaar letter provided by UIDAI is now acceptable by banks as a valid proof to open a bank account. In fact, it can serve as an address proof as well provided address on Aadhaar card and address proof perfectly matches. i.e. no need to produce a bunch of documents to the banks for opening the account. Check out the benefits of linking Aadhaar number and bank account.

10. Income Tax Return: It is now mandatory to submit ITR along with Aadhar number. This step will remove the fraudulent practice of submitting many returns on the basis of other forged documents.

4. Mobile Revolution in India

Mobile has become an integral part of life for almost everyone in the last decade. The evolution in communication technology is not only making life easier for the end-users but also provides millions of opportunities for the government to connect to the citizens and provide better governance. Currently, India is the 2nd largest telecom market in the world with 1.05 billion subscribers out of which 1.03 billion use wireless means to communicate. There is an exponential rise in terms of internet users as well as smartphone users in the country. The lack of banking infrastructure poses a serious problem mostly in rural India for getting money from banks to the last man. Only 27% of the villages have banks within 5 km. To address this banking infrastructure challenge in India, RBI has licensed 23 new banks including 2 universal banks, 11 payments banks and 10 small finance banks. The high penetration of mobile phones provides an appropriate solution to serve the rural population via payments banks. RBI is also pushing mobile banking option for other banks.

4.1 Program

Keeping in mind the successful initiatives of delivering financial services through mobile by many countries, the Government of India constituted an Inter-Ministerial Group (IMG) to create a framework for the delivery of basic financial services using mobile phones in 2009. Mobile banking policies in India aim to enable funds transfer from an account in any bank to any other account in the same or any other bank (inter-operability) on a real-time basis irrespective of the mobile network the customer has subscribed to.

Initiatives

- **Mobile-based information:** The high mobile penetration in India has provided an opportunity for the government to send information to people directly. The registered mobile number acts as the last-mile delivery to give important information to the end-user. Citizens are able to get subsidy based information directly on their mobile phone rather than visiting a nearby bank. The government is also providing information on various schemes by mobile phones for the highest reachability.

-
- Mobile-based booking system: Registered mobile numbers are slowly becoming a one-stop solution for different government and private service bookings. Citizens can book LPG gas, pay utility bills (electric bill, water bill, etc.), book train, and bus tickets directly from the mobile phone.
 - Transaction security: Mobile phones are being used as authentication devices in case of banking activities, financial

4.2 Activities

Versatile based data: The high portable entrance in India has given a chance to the administration to send data to individuals specifically. The enrolled portable number goes about as the last mile conveyance to give essential data to the end client. Residents can get endowment to construct data specifically with respect to their cell phones as opposed to going to an adjacent bank. The administration is likewise giving the data on different plans by cell phones for most elevated reachability.

Versatile based booking framework: Registered portable numbers are gradually turning into a one-stop answer for various government and private administration bookings. Residents can book LPG gas, pay service charges (electric bill, water charge, and so forth.), book prepare, and transport tickets specifically from the cell phone.

Exchange security: Mobile telephones are being utilized as confirmation gadgets if there should be an occurrence of keeping money exercises, budgetary exchanges like reserve exchange, online installments, and so forth. The OTP benefit confirms the exchange.

Applications empowered by the government: The Digital India activity has built up different simple to-utilize applications to give data to the focused on the portion of the populace. These applications additionally help in a two-manner correspondence as it fills in as a subject grievance framework and takes criticism from general society. For instance, MyGov, mPassport Seva, versatile Seva, Kisan suvidha, and so forth are taking a shot at giving data straightforwardly to the end clients.

4.3 Difficulties

Cell phones give a one-stop answer for last-mile conveyance however the value war in the Indian telecom area and the extreme rivalry conveys new difficulties to the last mile arrangement of JAM trinity.

Client confirmation: Though there are strict principles on foundation check while apportioning a SIM card in India, the vast majority of the provincial and semi-urban ranges don't take after the direction and SIM cards are accessible without earlier confirmation. This will make an issue while confirming a man from the portable number and may expand duplication.

Education: Mobile proficiency is one of the greatest difficulties as the vast majority of the country

populace utilizes cell phones for voice-based calls as it were. To bring versatile as the last mile conveyance stage, the administration needs to instruct individuals on the best way to profit benefits and comprehend the data on cell phones. What's more, the applications and messages ought to be in nearby dialects and straightforward and use for regular man.

5. Recommendations

Even though the Indian economy is one of the fastest economies in the world yet we are still grappling with issues such as corruption, malnutrition, unemployment, and poor literacy rate. They are the biggest barriers to India's potential growth. The other major issue which Indian economy is facing is the increasing inequality. A sustainable long-term growth is not possible when the gap between rich and poor is growing. To achieve sustainable economic growth, the country needs to focus on the socio-economic development of the underprivileged. The JAM trinity is a great initiative that aims to increase the effectiveness of welfare measures by making use of available technology and to reduce income inequality. It is an attempt to improve the subsidy regime by bringing underprivileged citizens into the financial ecosystem. The seamless integration between Jan Dhan, Aadhaar and Mobile will help in direct benefit transfer to the people and remove intermediaries. Nevertheless, this initiative probably will have to look into the following issues in order to make JAM more successful:

Right to privacy: Security and privacy of sensitive data (i.e. Biometrics and Demographics) is a big challenge. The Central ID Repository(CIDR) is the single location where the personal data is stored. With the full-fledged launch, large databases will be created to provide access to different government as well as private organizations such as banks, e-commerce companies, etc. and is prone to falsification, misuse, etc. The government should provide extra efforts to protect this data and take necessary steps to ensure the authenticity of data entered in the CIDR.

Role of financial literacy: The role of financial literacy is equally important as the access to institutional finance empowers a citizen. Financial literacy will create a new knowledge-empowered generation and will encourage citizens to raise their voice against corruption, black marketing, informal lending, etc.

Encourage private participation: Private participation of banks and non-banking sectors will speed up the process of financial inclusion effectively. However, private participation is low in Jan Dhan Yojana due to many dormant and no-frills accounts. The private banks find it difficult to sustain a business model where the return is low and the operating cost is high. The breakeven cost per account is INR 120 and Jan Dhan accounts do not .m to provide much return. Issues with the distribution of territory to open Jan Dhan accounts where there is no penetration of private bank branches is another reason for low participation. There is an urgent need to encourage the private banks for Jan Dhan participation by resolving these issues.

Infrastructure requirement: The lack of infrastructure in the last mile is a big challenge for the success of the JAM. The lack of physical banking infrastructure, electricity, broadband penetration, reliable speed, etc. are some of the key issues before the successful implementation of JAM. Government, banks, payments banks, and mobile operators should make sure that there is enough infrastructure at a place for successful last-mile connectivity.

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ABSTRACT

In life today running extremely fast there is a high need for any individual to be performing really well in order to be successful. Any organization demands for candidates who are high performers, which means those who can meet deadlines on time, are resourceful can put in all the effort and the like. Talent management has become crucial to business growth and the progress of human resources. There are efforts been made to attract, develop, retain and engage employee talent and assets for the sustainable growth of the economy and effective utilization of the human resources. Performance is the core of an organization beginning from school life up to in the corporate sector. All the workforce anywhere needs to be high on performance. The work of an individual is always respected and worth the time if it has a good outcome and the outcome is good if the work behavior is good which is equivalent to the performance of an individual. The current study has attempted to find out if there is any relationship between Performance and the Academic Background of an individual as well as Age. The study was conducted on 174 students comprising males and females of liberal and professional courses at undergraduate and postgraduate levels from Ansal University, Gurugram. A performance questionnaire was used to attain the scores and other details and analysis of the information were done using the statistical software SPSS. The results were significantly drawn with the relationship found between Performance and the Academic Background and Age of individuals respectively which is suggestible for an economy in finding the capable candidates and retaining them for sustainable growth of the market.

Keywords: *Academic Background, Performance, Age, Sustainable Growth, Professional Studies, Liberal Studies.*

INTRODUCTION

Performance

The performance of an individual is one asset any company or corporation will always look for in an employee. Individual performance is not constant at all times. Changeability in an individual's performance all over time shows (1) learning processes and other long-run consequences and (2) short-lived consequences in performance. As a result of learning an individual's performance happens to interpolate. Researches confirm that performance initially folds with more time exhausted in a particular task and subsequently becomes dead (Avolio, Waldman, & McDaniel, 1990; McDaniel, Schmidt, & Hunter, 1988; Quinones, Ford, & Teachout, 1995). During primordial phases of skill attainment, performance, for the most part, relies on 'controlled processing', the convenience of interrogatory cognition and the relative allotment of limited roots of work, whereas later in the skill learning process, performance relies to a corking point only on machine-driven process, substantive

noesis, and cognitive content noesis (Ackerman, 1988; Kanfer & Ackerman, 1989). Murphy (1989) delimited a conversion and a mending

The change of state happens when individuals are new to a job and the tasks are novel. The mending period takes place when the noesis and skills needed to perform the line of work are enlightened and when designate action becomes automated. In order to perform during the change of state point in time, the cognitive degree is extremely germane. During the mending time period, cognitive ability becomes less pivotal and transposition factors emerge in relevance. The changes in the performance of individuals are not constant over time. Empirical evidence has suggested that individuals dissent with the patterns of intra-individual modification (Hofmann, Jacobs, & Gerras, 1992; Ployhard & Hakel, 1998; Zickar & Slaughter, 1999). These findings indicated that no uniform pattern of performance alteration exists over time. Adding on to this the short-term changeability in performance due to occurrence in an individual's psycho-physiological state, including processing capacity across time (Kahneman, 1973). These changes may have taken place by long working hours, perturbation of the circadian rhythm or revelation to stress and may lead to torpidity. Such states do not necessarily result in performance deterioration.

Perspectives on Performance

To understand the results, researchers have adopted multiple orientations. Commonly three perspectives can be contrasted between: (1) the perspective of the individualistic difference looking for individual characteristics as the basis for performance variance, (2) the situational perspective concentrating on situation-related factors as facilitators and performance impediments, and (3) the performance regulatory perspective defining the performance method. Such orientations are not mutually exclusive but approach the cycle of success from contrastive angles that complement each other.

Working in Teams

Organizations are phasing out of teamwork and other work structures (Ilgen, 1999; West, Borrill, & Unsworth, 1998). There are concerns that organizations, rather than individual performance, are more interested in promoting team performance. More or less since teams consist of people, team processes and team performance can not be fully understood and enhanced without taking into account individual performance. Studies have indicated that task-related skills and knowledge are not enough to accomplish tasks in a team-work setting. In addition to interpersonal and self-management, in a team-work setting, skills and knowledge are considered essential for good performance (Stevens & Campion, 1994). It can be assumed that certain facets of contextual performance, peculiarly helping

and altruistic behavior is highly important. Podsakoff, Ahearne, and MacKenzie (1997) have shown that assistance in any production setting has been positively incidental to both the quantity and quality dimensions of group performance. In many team settings-work in which tasks are separated and participants are mutually beneficial to each other, the aggregation of individual performances into team performance is very complicated (Sonnentag, 1999).

Globalization

Globalization' was refrained from being represented in the business world at the present time. Globalization consists mainly of two trends in which goods and services are produced for a global market and compete globally, and the company's working forces are becoming increasingly global, i.e.' cultural diverse.' The consequences of globalization, charging for the distribution of global products and services, are most noticeable in direct communication between employees and customers. In these fundamental interactions, what is considered good individual success depends in large part on different cultures.

If businesses disregard the differences and globally presume similar selection, preparation, and performance assessment processes, they lack certain features and activities that are generally the most suitable in a particular culture, which are those that constitute high-performance individuals. The fact that many companies employ globally collected personnel are linked to issues of individual performance.

Sustainability

The words used as synonyms for ' long-term," durable," tone,' and' systematic' in the 21st century are a crucial issue for the environment and for commercialism. It has been found that the market will eventually evolve more sustainable business models, in which a major functioning of the Human Resource utility. Three main groups wedged the discernment of sustainability in theory and practice: ecologists, business strategists, and the World Environment and Development Commission of the United Nations (WCED, 1987), also called the ' Brundtland Commission. The view of' ecologists' on sustainability is said to have been invented in 1712 by the German nobleman Hans Carl von Carlowitz, who is noted for sustainable wood production. The concept was provided in the 1970s by the ecological movement which was concerned with the reduction of natural and environmental resources. Although ecologists focus on the ecological conception of sustainability ensuring the protective coverage of the natural environment, organizations ' economic sustainability is the longstanding objective of business strategy scholars. The word ' sustainability' is associated with marketing strategists with' sustainable combative benefits.'

The Brundtland Commission added a social dimension to the ecological and economic ones, describing sustainable development as an advancement meeting the necessities of the present and trusting the capability of future generations to meet their own requirements. Since the time of its procreation through the Brundtland Report (WCED, 1987), the construct of sustainability has been related to ecological issues in business practice fundamentally. Even so, the focus on the social dimension of sustainability has indefinite quantity growing importance nowadays. The dispersal of probe and practice such as 'Corporate Social Responsibility' or 'Corporate Sustainability', in postulation and research, has imparted to the interest in sustainability coupled to Human Resources issues. Though our society has distinct visage for sustainability yet it is obvious that without corporate support society will not come through sustainable development (Hahn & Figge, 2011).

Organizations progressively put sustainability on the management agenda (Kiron, Kruschwitz, Haanaes & von Streng Velken, 2012) and perform themselves to sustainability owed to a variety of functions. Someway in order to hold sustainability on a corporate level, all organizational systems need be focusing on sustainability like human resource management (HRM) wherein it is highly basal to maintain talent among employees and another workforce. The investigation of the “waves” of research in the area connecting sustainability and HRM allows to conserve that there is no concord on description of sustainable HRM because of the different orientations: paradox perspective (Ehnert, 2006a; 2006b; 2009b; 2011) and harmonious co-existence of employees, organizations and society (Zaugg, 2009a) and because of different interpretations of sustainability: normative, efficiency-oriented, substance-oriented, incorporated interpretations (Ehnert, 2014).

According to Hahn & Figge (2011), society will not reach sustainable development without assistance from organizations. In an attempt to advance sustainable development, the organizations should alter business sustainability, referring that corporeal success is not outlined solely by terms of finance, but also in terms of social fairness and environmental unity (Taylor, Osland & Egri, 2012). More or less all the arrangements and processes in the organizations should be worked upon enhancing sustainability.

LITERATURE REVIEW

Performance

Online communities are becoming progressively important as platforms for large-scale human practice. These communities allow users seeking and sharing professional skills to solve problems collaboratively. To investigate how users cooperate to complete a large number of knowledge-producing tasks, a study analyzed Stack Exchange which one of the largest question and answer systems in the world. Attention networks were constructed to model the growth of 110 communities in

the Stack Exchange system and quantify individual answering strategies using the linking dynamics on attention networks. Two answering plans of states were identified in the process. Strategy A aimed at performing reparation by doing simple tasks, whereas strategy B aimed at investing time in doing intriguing tasks. Both strategies were important: empirical evidence showed that strategy A decreased the median waiting time for answers and strategy B increased the acceptance rate of answers. In investigating the strategic persistence of users it was found that users tend to stick on the same strategy over time in a community, but switch from one strategy to the other across communities. The finding discovered the different sets of knowledge and skills between users. The balance between the population of users taking A, and B strategies which approximant of 2:1 was found to be optimal to the sustainable growth of communities.

Arman, Saleh & Arman. (2017) conducted a study on the impact of Sustainable Human Resource Management in Organizational Performance: A Study on Bangladeshi HR Professionals. The objective of the research was to appraise how the various instruments of sustainable HRM create an impact on the organizational performance in different organizations operating in Bangladesh. The study conveniently chose 100 HR professionals and collected data by administering a questionnaire consisting of 27 items under sustainable HRM instruments. Quantitative analysis has been made to find out the impact of the above-mentioned factors on the gross organizational execution. The study concluded that human resource recruitment and selection, human resource marketing and non-employment have a positive determinant on the organizational performance of Bangladesh.

A review was interpreted on behalf of the Australian School Library Association (ASLA) which was passageway over a four-week period in November–December 2002. The review article focuses on the main examination carried out since 1990 on the relationship between school libraries and student achievement. There is a range of variables that should be taken into account in determining the nature of the impact of school libraries on student achievement but also the concept of 'student achievement' by itself is not used consistently by studies. Most frequently the measurement has been in terms of student performance on standardized tests, although some studies correspond with literacy development or student learning more commonly. There is increasing interest in putting efforts to measure the contribution that school librarians have in context with students' information literacy skills.

Similarly, a study was carried out to find out and evaluate the valid predictors of the academic performance of the anatomy of 1st-year undergraduate medical students. The information on factors like attendance percentage, gender, age, place of residence, previous academic performance was collected from the department's academic records and through structured questionnaires. The

association of the above-mentioned factors with students' academic performance was determined through statistical analysis using t-test and multiple linear regression and the results were reported. Academic performance was found not to be largely affected with attendance or residence. A higher percentage of marks was observed to be scored by female students, younger students, previous high performers and students with satisfactory English skill ($p < 0.05$). Among the factors: studied in the paper English skill, age, sex, and previous academic performance served as predictors in understanding students' performance. Hence, these factors have to be monitored and regulated through corrective actions and policymaking to improve the performance of the class.

Age and Performance

Reviews of literature on the relationship between age and job performance have focused extensively on core task performance but have focused less attention on other work behaviors which also contribute to productivity. A study by Ng TW, Feldman DC(2008) provides an elaborate meta-analysis of the relationship between age and job performance that includes 10 dimensions of job performance: core task performance, creativity, training program performance, organizational citizenship behaviors, safety performance, general counterproductive work behaviors, workplace aggression, on-the-job substance use, lateness. Results showed that although age in training programs was largely unrelated to core task efficiency, innovation, and performance, it revealed stronger relationships to the other 7 performance dimensions. Results also showed that age relationships with core task performance and detrimental job habits were curvilinear in nature, and moderated age-performance relationships with several sample characteristics and data collection characteristics.

Academic Background and Performance

Haolader, Faruque & Hakim, Walusimbi & Kalinaki, Kassim & Mubarak, Hamisi. (2017) conducted a study variations in academic performance among students at all levels of education to compare the academic performance of students in the Bachelor's degree of Information Technology (BIT) having Arts and Science backgrounds in universities of Uganda. Sample of 202 final year BIT students was purposively selected from two universities in Uganda. These students were categorized on the basis of their A' level backgrounds (130 Arts and 72 Sciences). A descriptive approach employing the Welch's t-test was used to determine the difference between the performance of the two groups and a simple linear regression analysis was used to examine the correlation among students' performance between semesters. The study concludes that Science students perform better than Arts students in the overall semester final examination with Arts students having room for improvement in their performance.

In another study students with prior science-based degrees performed better in the SBA evaluations.

The same was initially the case in the MEQs, but with time the effect diminished. The HP students performed consistently better but over time converged with other classes, particularly in the MEQs. Over time, the NONS students' relative performance improved in both evaluation formats. Overall, there were small variations between the highest and lowest groups, and very few students did not meet the overall nominative evaluation standard. Students at HP and BMS had the lowest fault rate. In Year 2 and 3, NONS students were more likely to fail the tests but their pass rates were still high. Overall, female students performed slightly better at the end of Year 2 and through Year 3. There were only minor differences between residents of Australia and students of International. While there are small performance differences in B & CS early on in the program, these have been decreasing over time.

Academic Background

So several reasons can be attributed to the computer programming courses to the high rate of failure. In a research paper the students' history was based on their fields of study and learning methods related to the study of programming courses. Programming courses are one of the main focus areas for students, in particular, studying Information Technology (IT) and Computer Science, and those other fields of study have participated in an undergraduate program with IT. A survey was conducted with one hundred (100) students at the middle and end of the course, using questionnaires, interviews, and a central community. They compared the responses from the three student groups. Their opinions were examined regarding the usefulness of their experience, the field of study and learning approaches towards programming courses. The needs and concerns regarding key factors were highlighted in the survey and thus addressed leading to the inferences made and then proposed suggestions on the learning method in relation to the context and field of study of students in computer programming courses to enhance students' understanding of programming.

Sustainability

Sustainable development, which involves combining the socio-economic aspects with the environment [United Nations, 1987; Van Cauwenbergh, Biala, et al., 2007], is an increasingly discussed topic internationally, especially in the current crisis, which not only raises questions about the signifier and the functionality of this concept [Lélé, 1991], but also the future of humanity since it depends on natural capital and of the importance that people attach to it. Thus, internationally, a number of strategies for sustainable development have been proposed, that depends on the area of action and the specificity of each country.

Sustainability and Performance

Various approaches have been developed to support the important influence of human resource

management on organizational performance (Chew & Sharma, 2005; Combs, Liu, Hall, & Ketchen, 2006; Evans & Davis, 2005; Liu, Combs, Ketchen Jr, & Ireland, 2007; Wan & Huang, 2005). Studies have revealed numerous mediating factors contributing to organizational performance. These include HRM's capacity to impact aspects of organizational outcomes, particularly individual abilities and organizational capabilities which contribute to organizational performance in the short term and long run.

Through improving individual strengths such as expertise, skills, abilities (Daniels, 2003; Machin & Vignoles, 2001), and behaviors and attitudes (Schuler & Jackson, 1987), HRM strategies have been shown to improve organizational success. Research has also shown that HR activities contribute to the development of inimitable cultures (Delery & Doty 1996), and organizational capacities such as creativity (Laursen & Foss, 2003), and information management (Goll, Johnson & Rasheed, 2007).

Rationale–

The role of human resources in sustainable development is highly important to them being the power, primarily, in developing and implementing policies and, secondly, in creating innovations, technologies, and whatnot. Be it any organization in the society human resources play a key role. The resources come from youth that is nurtured, taught and trained in an efficient way. Continuous training and implementation sustainable educational reforms are done towards achieving sustainable development today which is the need of the hour. Something that has developed need be grown by new minds – in the sense that – fresh talent needs be brought up. For this, it is essential to know where the talent comes from and how. The researcher was inquisitive to know about three such factors that could be contributing to human resources.

Age and Academic Background are two dynamic factors that are not really changed easily or cannot be replicated once in place. Thus, trying to relate them with performance was a subtle idea of the researcher to attempt to contribute literature and research for sustainable growth to help the economists know-how talent can be acquired and retained.

Main Objective–

The key objective of the study is to examine if there is any relationship between the age and the academic background of an individual with his or her performance.

METHODOLOGY

Broad Research Design

Nature of the Study

The study is exploratory in nature and has attempted to understand the relationship between three variables i.e. Age (independent), Academic Background (independent) and Performance (dependent).

Research Methodology

The current study follows a deductive approach wherein a theoretical model has been developed into a hypothesis that has been subsequently tested empirically. The approach began with a broad idea as a consequence of the author's exposure to marketing as well as an extensive need for sustainable growth. The researcher came up with an idea of correlating Age and Academic Background with Performance.

Data & Locale

To validate the hypotheses, empirical data was collected from Ansal University, Gurugram among students of professional and liberal courses of graduate and postgraduate levels.

The Study & the Sample

The study was experimental and followed a randomized selection of 174 respondents from a population of 200.

Research Design

The study followed a factorial design, which enabled the researcher to empirically examine the impact or effects of the independent variables, i.e. Age and Academic Background on the dependent variable i.e. Performance.

Tool for Data Collection

To collect information a performance questionnaire developed by 'WATERLOO, Co-Operative Education' was adapted for usage by converting the 7-point Likert scale to the 5-point Likert scale and modification of instructions was done wherein age and academic background details were also fetched.

Administration

The questionnaire was manually distributed to the subjects and an introduction to the concept of survey and instructions for entering the information was given prior to administration. Primarily the relationship between the independent variables i.e. Age and Academic Background and dependent variable i.e. Performance were studied using Pearson's Correlation. Further, Spearman's correlation coefficient was also analyzed and thereafter Regression analysis was conducted to predict affect relations between the two variables.

Hypotheses Formulation

H1 – There is no significant relationship between academic background and performance.

H2 – There is no significant impact of age on academic background.

H3 – There is a significant relationship between age and performance.

H4 – Age and Academic Background do not interact to affect the individual Performance.

Objectives of the Study

- To study the degree of correlation between independent variables i.e. Age and Academic Background respectively with dependent variable i.e. Performance.
- To measure how closely independent variables i.e. Age and Academic Background are associated with dependent variable i.e. Performance.
- To investigate the predictive relationship between independent variables i.e. Age and Academic Background on dependent variable i.e. Performance.
- To find out if the independent variables Age and Academic Background vary from each other in terms of Performance.

DATA ANALYSIS AND INTERPRETATION

- In order to find the degree of correlation between independent variables i.e. Age and Academic Background respectively with the dependent variable i.e. Performance, Pearson's Correlation Coefficient was used.

Pearson's Correlation is measured in order to be able to find the degree of association measured by a correlation coefficient which is commonly denoted by r. It gives the researcher an in-depth idea of whether or not the independent and dependent variable shares an association and impact each other at all and to what extent. Hence, the researcher used the Pearson's Correlation Coefficient.

The table below represents the values of correlation for the variables and their significance. The highlighted values in the table show a significant correlation between the two variables.

CORRELATIONS				
		Performance	Academic Background	Age
Performance	Pearson Correlation	1	.177 [*]	.024
	Sig. (2-tailed)		.020	.749
	N	174	174	174
Academic Background	Pearson Correlation	.177 [*]	1	.530 ^{**}
	Sig. (2-tailed)	.020		.000
	N	174	174	174
Age	Pearson Correlation	.024	.530 ^{**}	1
	Sig. (2-tailed)	.749	.000	
	N	174	174	174
* . Correlation is significant at the 0.05 level (2-tailed).				
** . Correlation is significant at the 0.01 level (2-tailed).				

- To measure how closely independent variables i.e. Age and Academic Background are associated with dependent variable i.e. Performance Spearman's Rank Correlation was used.

Spearman's Rank Correlation coefficient is a non-parametric method that can be used to summarize the strength and direction (negative or positive) of a relationship between two variables. It gives the researcher clear information about the direction of the correlation between variables. The result is usually between 1 and minus 1. Hence, the researcher used the Spearman's Rank Correlation coefficient.

The table below represents the values of strength of correlation for the variables. The highlighted values are in the table show the significance of the correlation between two variables.

CORRELATIONS						
			Performance	Academic Background	Age	
Spearman's rho	Performance	Correlation Coefficient	1.000	.192*	.003	
		Sig. (2-tailed)	.	.011	.971	
		N	174	174	174	
	Academic Background	Correlation Coefficient	.192*	1.000	.483**	
		Sig. (2-tailed)	.011	.	.000	
		N	174	174	174	
	Age	Correlation Coefficient	.003	.483**	1.000	
		Sig. (2-tailed)	.971	.000	.	
		N	174	174	174	
	*. Correlation is significant at the 0.05 level (2-tailed).					
	**. Correlation is significant at the 0.01 level (2-tailed).					

In both Pearson's Correlation as well as Spearman's Correlation, at a significance level of 0.05(2-tailed) independent variable i.e. Academic Background and dependent variable i.e. Performance shows significant correlation as derived from the data. At a significance level of 0.01(2-tailed), there is also a significant relationship between Age and Academic Background. Though the two of these are independent variables they share a dependency on each other which implies that Age is a deciding factor for what Academic Background one will choose.

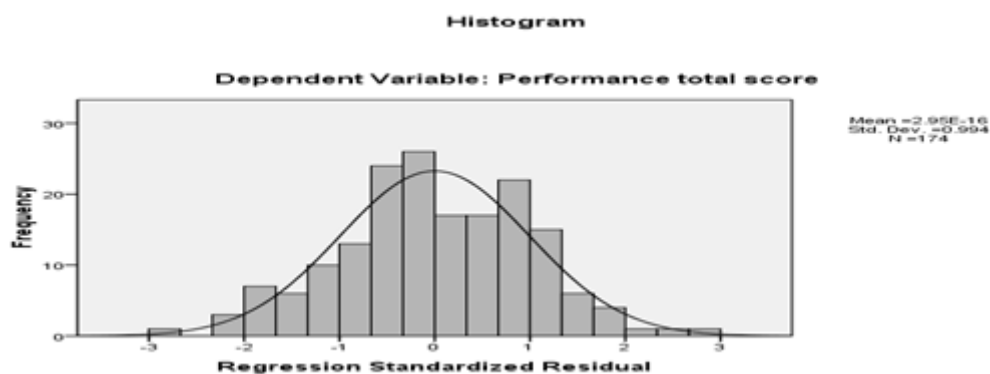
Thereafter, the Academic Background of an individual decides how well an individual's performance is. Therefore, Age also is a determinant in the Performance of an individual. Hence, the three variables Age and Academic Background have a significant correlation with Performance.

- Linear Regression Analysis was used to investigate the predictive relationship between independent variables i.e. Age and Academic Background on dependent variable i.e. Performance.

Linear regression was used for analysis since it is a commonly used predictive analysis technique. Regression helps to examine if predictor variables work at predicting an outcome (dependent) variable and also the variables which are particularly significant predictors of the outcome variable. The regression estimates are used in describing the relationship between one dependent variable and one or more independent variables.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.195 ^a	.038	.027	8.18068	1.766
a. Predictors: (Constant), Age, Course					
b. Dependent Variable: Performance total score					

The table below gives the values predicted in the Linear Regression Analysis suggesting that a predictive relationship has been established between Age and Academic Background as the predictor and Performance as an outcome variable. The histogram presented also shows Normal Probability Curve.



- In order to find out if the independent variables Age and Academic Background vary from each other in terms of Performance One Way ANOVA was used.

Analysis of Variance was computed in using the independent variables with the dependent variable to compute a comparative result. The values are presented in the ANOVA table below. The calculated values of ANOVA are compared to the table values for the applicable degree of freedom which is calculated using the formula $N - 1$ (where N = Population size).

The values are presented in the ANOVA SUMMARY table. The calculated values of ANOVA are compared to the table values for the applicable degree of freedom which is calculated using the formula $N - 1$ (where $N = 173$). If the calculated value of ANOVA is equal to or greater than the table value of the pre-assigned level of significance the null hypothesis is rejected. Otherwise, the null hypothesis is accepted. The Results are all presented and discussed hereafter.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Academic Background	Between Groups	12.634	37	.341	1.509	.047
	Within Groups	30.774	136	.226		
	Total	43.408	173			
Age	Between Groups	121.141	37	3.274	1.276	.159
	Within Groups	348.911	136	2.566		
	Total	470.052	173			

from each other in terms of Performance One Way ANOVA was used.

Analysis of Variance was computed in using the independent variables with the dependent variable to compute a comparative result. The values are presented in the ANOVA table below. The calculated values of ANOVA are compared to the table values for the applicable degree of freedom which is calculated using the formula $N - 1$ (where $N = \text{Population size}$).

The values are presented in the ANOVA SUMMARY table. The calculated values of ANOVA are compared to the table values for the applicable degree of freedom which is calculated using the formula $N - 1$ (where $N = 173$). If the calculated value of ANOVA is equal to or greater than the table value of the pre-assigned level of significance the null hypothesis is rejected. Otherwise, the null hypothesis is accepted. The Results are all presented and discussed hereafter.

Since the calculated value of F (1.509) for is Academic Background greater than 0.047, the tabulated value of F at level of significance 0.05 and d.f. 37, it is concluded that there is no significant difference between Age and Performance. Similarly, the calculated value of F (1.276) for Age is greater than 0.159, the tabulated value of F at a level of significance 0.05 and d.f. 37, it is concluded that there is no significant difference between Age and Academic Background. **Therefore, the null hypothesis has been rejected that Age and Academic Background do not interact to affect the individual Performance.**

RESULTS AND DISCUSSION

Linearity Testing through Pearson's Correlation and Spearman's Correlation portrays a significant correlation between Age, Academic Background and Performance respectively. The histogram represented has a Normal Probability Curve. Regression models have established a predictive

relationship between Academic Background as the predictor and Performance. As evident from the regression coefficients associated with Academic Background and Performance, it was revealed that these were statistically significant, with the coefficient associated with achieving statistical significance. Connections between performance and a variety of other factors have also been researched earlier. In a study, Feldman DC (2008) has conducted an elaborated meta-analysis on the relationship between age and job performance which is similar to my study with the only variation that the performance seen in my study is that of yet learning students. Results being precise showed that there was a relationship of age with certain factors of performance mentioned in the literature review except for a few of them.

According to Hahn & Figge (2011), the society will not achieve sustainable development without support from organizations which also implies that organizations from schools to the corporates all need to find out and retain the best individuals for growth of the economy and ecology.

Another study was conducted wherein relate student background was related to course performance to establish some recommendations which could be of help to potential students in choosing their course. Similarly, this study has tried to emphasize the relationship which lies between academic background selected by students and their performance in academic and other areas.

A study also suggested that certain differential factors like age must be regulated through corrective actions and policymaking to improve the performance of students. The current study lays emphasis on the same fact suggesting that the age and academic background are minute yet dynamic factors of an individual which must be monitored to find out and be able to enhance and retain the best talent amongst students to be able to move towards sustainable growth.

SUGGESTIONS & RECOMMENDATIONS

Despite the work been done previously and at present there is more scope of research in the field of performance and in connection with academic background. Detailed inputs can be obtained for research work for the aspects of all the variables used. In order to have sustainable growth in the human resources sector, it is highly essential to identify the caliber of capable candidates at the age as early as possible wherein one good step is seeking the academic background students chose at college levels. Looking into academic backgrounds as well as the performance in detail can lend elite professionals an easy way to look for employees with high performance and innovative ideas for growth.

CONCLUSION

The subsequent analysis investigates the variables concluding that there is a sound relationship between Age, Academic background and Performance of an individual. The first null hypothesis has been rejected which suggests that there is certainly a significant relationship between the variables i.e. Academic background and Performance. The second null hypothesis has been accepted suggesting that there is no direct relationship between Age and Performance but, during the analysis, it has been proved that an indirect relationship exists between the two variables which means that age decides the kind of academic background one chooses and which ultimately impacts the individual performance.

The objectives to study the relationship between the key variable and to find out the impact of the independent variables on the dependent variable which is Age and Academic background and Performance have been significantly achieved in the current study conducted on professional and liberal academic backgrounds of students.

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Interactive Banking- Technology driven Retail Business for Indian Public Sector Banks

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ABSTRACT

The role of traditional players in the Indian Banking sector Indian PSBs- Public Sector Banks has been crucial and has changed dramatically with the opening of India for Foreign Banks. PSBs have geared up with dynamic speed of globalization of the economy and many have performed well. They are emerging as Indian heroes in the current Global Financial Scene. Still, it's a long way for PSBs to compete with the giant foreign banks which have well developed system and MIS to support customer interactions especially in Retail Banking. With the advent of Internet and Mobile phone it is imperative for Banks to adopt Interactive Banking in the form of Online Banking and Mobile Banking. Online Banking is still limited to Indian metros and few cities but Mobile Banking is yet on the run-way in Indian Retail Banking arena.

This paper attempts to explore the contemporary state of retail operations of PSBs with regard to use of electronic mode, in the light of different reports and studies done recently, concentrating on issues and challenges related to Interactive Retail Banking Services provided by them in India.

Key words: Retail banking, Interactive banking, Online Banking

1. Indian banking

The banking sector in India has made a remarkable progress since the economic reforms in 1991. New private sector banks and foreign banks have brought the necessary competition into the industry and spearheaded the changes, towards higher utilization of technology, improved customer service and innovative products. Customers, all over, are now becoming increasingly conscious of their rights and are demanding more than ever before. The recent trends show that most banks are shifting from a “product-centric model” to a newer model, the “customer-centric model” as customer satisfaction has become one of the major determinants of survival and business growth. In this context, prioritization of preferences and close monitoring of customer satisfaction have become essential for all banks.

Banking sector plays an important role in our economy ranging from economic development in rural nations to form core of the money market in urban areas. Different measures that have been taken time to time would help the highly regulated and directed banking system to transform itself into one characterized by openness, competition, prudential and supervisory discipline. Customers will also make the new challenges particularly the growing demands from customers for high quality services.¹

1. Banking Sector Reforms: Policy Implications and Fresh Outlook, Information Management and Business Review Vol. 2, No. 2, pp.55-64, Feb 2011

1.1 Game changers in the Indian banking sector

There are 26 public sector banks (State Bank of India and its five associates, 19 nationalised banks and IDBI Bank Ltd.), 7 new private sector banks, 14 old private sector banks and 36 foreign banks. The number of SCBs increased to 83 in 2010-11 from 81 in 2009-10.² In below mentioned Figure 1. The shift from PSBs to private and foreign banks.

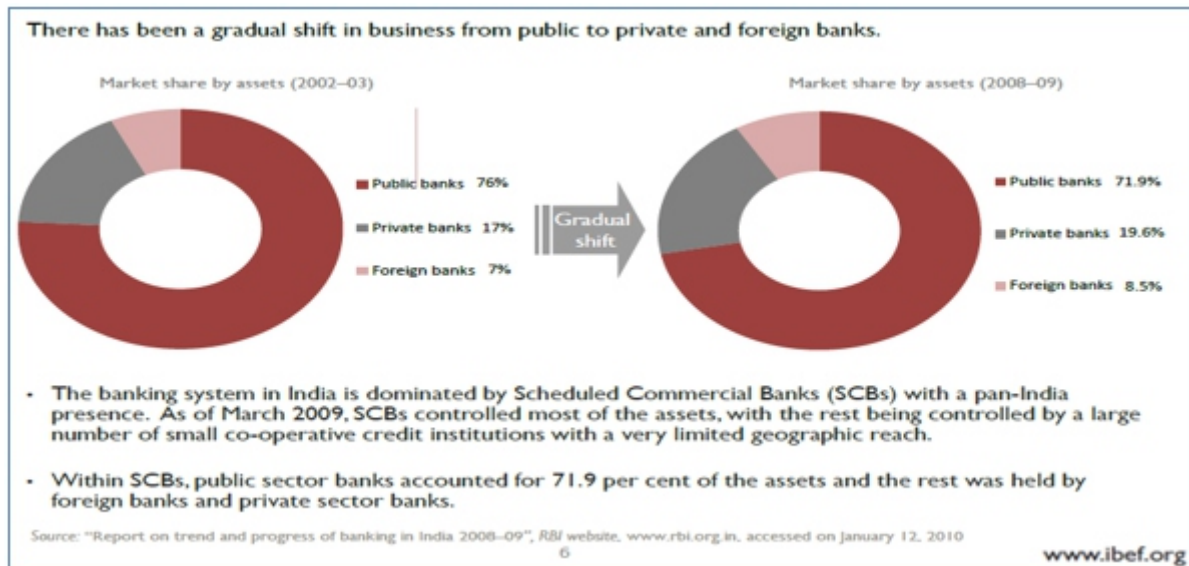


Table-1 Return on Assets and Return on Equity of SCBs - Bank Group-wise

Sr. no	Bank group/year	[Percent]			
		Return on assets		Return on equity	
		2009-10	2010-11	2009-10	2010-11
1	2	3	4	5	6
1	Public sector banks	0.97	0.96	17.47	16.90
	1.1 Nationalised banks*	1.00	1.03	18.30	18.20
	1.2 SBI Group	0.91	0.79	15.92	14.11
2	Private sector banks	1.28	1.40	11.94	10.70
	2.1 Old private sector banks	0.95	1.12	12.29	14.10
	2.2 New private sector banks	1.38	1.51	11.57	13.62
3	Foreign banks	1.25	1.74	7.34	10.28
	All SCBs	1.06	1.10	14.31	14.96

* Nationalised banks include IDBI Bank Ltd
 Notes: 1) Return on Assets = Net profits/Average total assets
 2) Return on Equity = Net profits/Average total equity
 Source: Calculated from balance sheets of respective banks.

As per the Table-1 the ROA of SCBs is marginally increased to 1.10% in 2010-11 from 1.05% in 2009-10, mainly owing to higher NIM. The return on equity also witnessed an improvement over the same period; however the SBI group was an exception to this general trend.

2. Reserve Bank of India, Report on Trend and Progress of Banking in India 2010-11, RBI Publication, Mumbai

1.2 Major Issues being faced by the Indian banking industry

Although banking sector reforms have created a high competitive and dynamic environment for commercial banks but at the same time, these reforms have created glaring issues that should be tackled very carefully in the era of IT and WTO. The following are the major issues:

1. A widening gap in the productivity of various bank groups- it is a threat and also motivation for many bank groups.
2. Widening profitability gap among bank groups under study
3. High rate of NPAs in public sector banks
4. Fast shifting of potential customers from public sector banks to new private sector banks and foreign banks and hence created an issue of customer retention for public sector banks
5. Penetration of new private sector banks and foreign banks in semi-urban and rural areas have become survival factor for public sector banks
6. Poor quality of services by many public sector banks created issue of survival in such a competitive environment
7. Lack of autonomy in HRM policies, especially for public sector banks
8. Lack of accountability
9. Loss making branches
10. Technology gap among private and public sector banks
11. Merger and acquisition
12. Privatization of public sector banks
13. Increasing customer expectations and demands
14. Threat of non-banking institutions and non-financial companies
15. Intensified competition within the banking sector, competition from global banking giants.³

2. INTRODUCTION TO RETAIL BANKING

Retail banking refers to the dealing with individual customers, both on liabilities and assets sides of the balance sheet. Fixed, current / savings accounts on the liabilities side; and mortgages, loans (e.g., personal, housing, auto, and educational) on the assets side, are the more important of the products offered by banks. Related ancillary services include credit cards, or depository services. It is characterized by three basic characteristics:

- Multiple products (deposits, credit cards, insurance, investments and securities);
- Multiple channels of distribution (call centre, branch, Internet and kiosk); and
- Multiple customer groups (consumer, small business, and corporate).

3. Banking Sector Reforms: Policy Implications and Fresh Outlook, Information Management and Business Review Vol. 2, No. 2, pp.55-64, Feb 2011

2.1 Scenario of Retail banking

Presently, competition among the banks is very severe. The banks have been trying to find new avenues not only to retain the present customer strength but also attracting new customers by offering hassle-free services. In the process, strategies of certain banks, especially Public Sector Banks, are aiming to divide customers into different segments on the basis of the type of service they would like to render and also trying to segregate their servicing counters in their respective branches to enable customer to have easy access to a particular transaction.⁴ Presently almost 98 per cent of the branches of public sector banks are fully computerised, and within which almost 90 per cent of the branches are on core banking platform.

The retail loan segment registered higher growth in 2010-11. The highest growth was reported by consumer durables followed by auto loans in 2010-11 over the previous year. The housing loans witnessed a moderate growth of 16 per cent in 2010-11 over the previous year. Importantly, housing loans continued to constitute almost half of the total retail portfolio of the banking sector. Only the credit card receivable is showing negative growth over the previous year. (Table 2)

Table.2 : Retail Portfolio of Banks

Item	(Amount in ₹ crore)			
	Outstanding as at end-March		Percentage variation	
	2010	2011	2009-10	2010-11
1	2	3	4	5
1. Housing Loans	3,15,862	3,67,364	20.0	16.3
2. Consumer Durables	3,032	4,555	-44.2	50.2
3. Credit Card Receivables	21,565	18,655	-28.0	-13.5
4. Auto Loans	78,346	1,00,155	-6.6	27.8
5. Other Personal Loans	2,03,947	2,53,243	-3.5	24.2
Total Retail Loans (1 to 5)	6,22,752 (19.0)	7,43,972 (18.5)	4.9	19.5

Note: Figures in parentheses represent percentage share of retail loans in total loans and advances. The amount of total loans and advances are as provided in the off-site returns (domestic) of SCBs.

Source: Based on Off-site returns (domestic).

2.2 Retail banking opportunities and challenges for PSBs

There is a need of constant innovation in retail banking. In bracing for tomorrow, a paradigm shift in bank financing through innovative products and mechanisms involving constant up gradation and revalidation of the banks' internal systems and processes is called for.

4. Keynote address by Ms Shyamala Gopinath, Deputy Governor of the Reserve Bank of India, at the IBA - Banking Frontiers International Conference on "Retail Banking Directions: Opportunities & Challenges", Mumbai, 28 May 2005.

Public Banks now need to use retail as a growth trigger which holds high potential for growth. This requires product development and differentiation, innovation and business-process reengineering, micro-planning, marketing, prudent pricing, customization, technological up gradation, home / electronic / mobile banking, cost reduction and cross-selling.

Opportunities

1. Supremacy of customers- Changing demographics- increased purchasing power and demand for retail financial services and products. PSBs long presence is still an advantage for compete in retail banking.
2. Restrictions on foreign players- In spite of giving permission for WoS(wholly- owned subsidiaries) the entry of foreign players is still restricted by way of different measures e.g. taxation.
3. Support from govt. - With the entry of foreign players, Govt. and RBI are initiating different moves to support PSBs to grow and establish in India as well as to find a platform in the International Financial Scene.
4. Growing usage of mobiles-Deployment of a combination of multiple delivery channels capable of offering timely convenient and cost-effective services will stay ahead of the curve. Almost 50% of new mobile subscriptions come from rural areas which provide banks an opportunity to make its presence and penetrate in branch-less remote areas through Mobile banking.

Challenges

1. Customer centric retail banking innovative services- Development of Innovative product and services portfolios given the “customer centric Banks” with focus on core strengths.
 2. Development and implementation of mobile based services- Mobile banking is the answer to penetrate the Indian Retail Banking which further pose challenges such as awareness, coverage in rural and semi-urban areas, widening the scope of banking facilities, transparency and security issues.
 3. Universal bank vs. focused bank-With the intensified competition its focus on specific profitable consumer specific services, it's imperative to succeed in the market place. Shifting from big portfolios of banking services to focusing on selected one is a dilemma.
 4. Demanding work force and changing their attitude towards customers- given the dependence with regard to HR policies and increased expectation of current employees, their education (in terms of customer centric attitude) and training & development also possess challenge to synchronies with the newer IT developments.
 5. Technological developments- with the advent of technological innovations, it is always possible to give more relevant, convenient, innovative and tailored service solution to the consumer.
- Matching with the ever increasing expectations of consumers is yet a big challenge. This also

necessitates consumer education with employees training as per the requirements of newer technologies.

6. Complaints-Increase in complaints against PSBs in 2010- 11 over the previous year, whereas the no. of complaints against private sector banks and foreign banks witnessed a decline over the same period. More than 95% of the complaints regarding pension were received against PSBs.

3. Interactive banking

E-banking is one of the fastest and most efficient way to manage personal finances and eliminates the long hours while queuing at the bank. Although E-banking is not very old as it only become popular in 2000, attractiveness of this placed it on an ascending trend that does not seem to slow down at all. Jadhav Anil (2004)⁵ described various channels of electronic banking services such as ATM, Telephone banking (Tele-banking), Mobile banking, Internet banking and its features.

3.1 Online/ Internet Banking- use of world wide web in banking through the network of PCs and laptop has revolutionized the conduct of business and banking.

3.2 Mobile Banking Transactions- Recognizing the true potential of using mobile phones as a banking tool towards furthering financial inclusion, the bank-led model of mobile banking has been adopted, which would extend all banking facilities, including money transfer facility, through the mobile channel. The Reserve Bank has so far approved proposals of 50 banks to commence mobile banking services. The Bank has also authorized the NPCI (The National Payments Corporation of India) to provide a seamless, instant, 24X7, mobile-based inter-bank fund transfer system through mobile phones, called Inter-Bank Mobile Payment Service.⁶

3.3 ATMs- automated teller machine. In 2010-11 the number of ATMs witnessed a growth of 24 per cent over the previous year. However, the percentage of off-site ATMs to total ATMs witnessed a marginal decline to 45.3 per cent in 2010-11 from 45.7 per cent in 2009-10. More than 65 per cent of the total ATMs belonged to the public sector banks as at end March 2011.⁷

3.1 Features⁸

- Check account balance
- Obtain information on current loan balance and date of next payment
- Obtain currency exchange rates

5. Jadhav A. S., Mrs. R. A. Jadhav, "Status of e-banking in India", National annual convention of CSI 2004.

6. RBI Report

7. RBI Report

8. http://www.dodcommunitybank.com/home/products/interactive_banking/interactive_features

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- Transfer funds
 - Obtain current certificate of deposit information
 - Verify recent deposit and withdrawals transactions
 - Check interest information
 - Verify recent ATM withdrawals by date and amount
 - Verify if specific cheques have cleared or not
 - Change your interactive banking PIN no.
 - Online bill payment and shopping
 - Deposit of Income tax return
 - Recharge of mobile phones

3.2 Advantages of online banking: On the part of customers

- Convenience: Unlike your corner bank, online banking sites never close; they're available 24 hours a day, seven days a week, and they're only a mouse click away.
- Time & cost saving: Fast as no need to visit bank, resulting in time, money and effort savings.
- Ubiquity: If you're out of state or even out of the country when a money problem arises, you can log on instantly to your online bank and take care of business, 24/7.
- Transaction speed: Online bank sites generally execute and confirm transactions at or quicker than ATM processing speeds.
- Efficiency: You can access and manage all of your bank accounts, including IRAs, CDs, even securities, from one secure site.
- Effectiveness: Many online banking sites now offer sophisticated tools, including account aggregation, stock quotes, rate alerts and portfolio managing programs.

On the part of banks

- Reduce overhead cost as reduced need for renting space, spending upon ambience and hiring staff
- More productive use of time as less front office work
- Transaction database provides bases for client segmentation for effective CRM resulting into client loyalty
- Low complaints because less personal interface with the clients
- No scope for leakage of any insider information or any favourness

3.3 Disadvantages of online banking

- Start-up may take time: In order to register for your bank's online program, you will probably have to provide ID and sign a form at a bank branch. If you and your spouse wish to view and manage your assets together online, one of you may have to sign a durable power of attorney before the bank will display all of your holdings together.

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- **Authentication and identity Issue:** The act of verifying the identity of a user from net is not possible. It is only on the part of client to keep PIN no. and password a secret.
 - **Security issues:** while making online payments or transferring money from one account to another the online bankers are always concerned about hackers and anti social elements. To protect the clients, banks employ firewalls, high end data encryption and other measures to maintain a high level of security.
 - **Infrastructural requirements:** for availing the benefits of interactive banking one should have a PC or laptop or mobile (with compatible features) along with access to internet. This limits the usage of interactive banking. Termination of internet connectivity or low signals during the on-going transactions becomes a major problem in country like India.
 - **Handling of Multiple account details:** most people have complex financial situation as they can have a no. of bank accounts, debit and credit cards with each having its unique PIN no. and passwords. It makes difficult to manage all the related activities in a cohesive way.
 - **Customer care services:** during the online banking transactions there are many instances when customer might need help of a representative from the bank, which is not available.
 - **Corrective measures by Banks:** Fraud Risk Management Over the last few years the risk for banks in India has undergone significant changes. There has been a no. of high value frauds, leading to major loss to the Indian financial Sector. As per data released by CBI (Central Bureau of Investigation) during 2008-09, no. of cases related to Bank fraud has been increased by 128%. “Individual fraudsters” have now turned up into “hacker syndicates”. They use a combination of Technology, banking knowledge and insider information. To counter frauds RBI has issued a circular on fraud risk management system for banks to setup transaction monitoring units within their fraud risk management groups. Bank faces a no. of challenges during transaction monitoring-emerging fraud trends, growing complexities, evolving compliance demands, technology limitations and diverse data sources.¹²

3.6 Scenario in Interactive banking Transactions

- Electronic banking transactions have been on steady increase 4.83 The electronic payment systems such as Electronic Clearing Service (ECS) credit and debit, National Electronic Fund Transfer (NEFT) for retail transactions and Real Time Gross Settlement (RTGS) for large value, improved the speed of financial transactions, across the country.
- Volume of transactions through NEFT registered a steep growth 4.84 Both retail and large value systems of electronic payment transactions registered a growth out of which NEFT registered a steep growth in 2010-11 over the previous year (Table-3).

12. <http://www.ey.com/IN/en/Industries/Financial-Services/Banking---Capital-Markets/Finesse-3---EY-initiative>

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- Learning curve: Banking sites can be difficult to navigate at first. Plan to invest some time and/or read the tutorials in order to become comfortable in your virtual lobby.
 - Bank site changes: Even the largest banks periodically upgrade their online programs, adding new features in unfamiliar places. In some cases, you may have to re-enter account information.
 - The trust thing: For many people, the biggest hurdle to online banking is learning to trust it. Did my transaction go through? Did I push the transfer button once or twice? Best bet: always print the transaction receipt and keep it with your bank records until it shows up on your personal site and/or your bank statement.

3.4 Forces attracting growth of Interactive Banking

- PSBs are planning to open 1500 branches in rural areas in FY2012 as RBI has instructed these banks to open 25% of their branches in rural areas. They are not required to take permission from RBI for the same. This widens the scope for E and mobile banking in rural areas.⁹
- According to the annual I-Cube Report jointly published by IAMAI and IMRB, India's internet population is expected to grow to 121 million users by December 2011 from 100 million in September this year.¹⁰
- More than 600 million Indians already use mobile phones, which means that it is not very difficult to raise internet usage to about 50% of the population and make India the biggest national base of Internet users in the world (China has about 500 million Internet users). Every phone connection can easily become an Internet connection, with some improvement in the handset and changes in the networks. A five-year goal can be to migrate all mobile networks to high-speed data networks that offer voice as but one functionality.¹¹
- Retention of customers is going to be a major challenge. According to a research by Reichheld and Sasser in the Harvard Business Review, 5 per cent increase in customer retention shall increase profitability by 35 per cent in banking business, 50 per cent in insurance and brokerage, and 125 percent in the consumer credit card market. Thus, banks need to emphasise retaining customers and increasing market share.

3.5 Issues in Interactive banking

- **Psychological issues:** Indians have the tendency to believe the personal interaction more as compare to automated transactions specially the senior citizens.

9. "PSU banks to open 1500 rural branches in 2011-12 " *Financial Express (india)*, 15th may 2011

10. <http://timesofindia.indiatimes.com/tech/news/internet/121m-internet-users-in-India-by-2011-end-Report/articleshow/10641973.cms>

11. http://articles.economictimes.indiatimes.com/2011-11-09/news/30377750_1_internet-users-internet-usage-active-users

Table 3 : Volume and Value of Electronic Transactions* by Scheduled Commercial Banks
 (As at end-March 2011)

Year	(Volume in million, Value in ₹ crore)							
	2009-10		2010-11		2009-10		2010-11	
	Volume		Percentage Variation		Value		Percentage Variation	
1	2	3	4	5	6	7	8	9
ECS Credit	98.1	117.3	11.0	19.5	1,17,613	1,81,686	20.6	54.5
ECS Debit	149.3	156.7	-6.7	5.0	69,524	73,646	3.8	5.9
NEFT	66.3	132.3	106.3	99.5	4,09,507	9,39,149	62.5	129.3
RTGS	33.2	49.3	148.5	48.2	3,94,53,359	4,84,87,234	22.2	22.9

*. Excluding transactions carried out through cards

CONCLUSION

The competitive environment in India presents both challenges and opportunities to PSB'S banks in Retail Banking. For PSB'S challenges are- tough competition from global banks even though there is government ceiling on foreign equity ownership. Moreover Global Banks have technological advantages, well-honed efficient processes and appealing products and services.

Retail banking jobs are growing across banking, finance, accounting, insurance, legal, sales, marketing, IT, manufacturing, management consulting, and strategy in the private sector as well as the public sector.

The demands on PSB's as the Senior citizen of Indian Financial System to catch-up the technological up gradation of retail banking are growing, yet the ability of Public Sector banking systems to adjust and the willingness to serve the customers in electronic ways is not matching and needed to be further explored more in terms of customers expectations. The increasing number of ATMS, expansion of branches to rural and semi –urban areas necessitates rapid adoption of latest technology to succeed in the present scenario before gearing up for global financial markets

Role of Administrators in Educational Establishments

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ABSTRACT

Administration is management of an office, business, or an organization that involves efficient organization of people, information, and other resources to achieve organizational objectives. An Administrator as an official takes up the role who manages, organizes and supervises the activities/functions/operations of an organization or institution. In academic institution, which is also our area of study, an administrator could be a Registrar, COE, Dean, Director, Principal, HOD, etc. or may be of any designation. The administrators in educational setup help to ensure that the university/institution run efficiently by managing its administrative, financial, operation and other support systems. The role of Administrator is not just about record keeping, processing salary and other requests but with changing educational dynamics, the administrators have a huge responsibility of making policies to check, discipline among students, handle issues such as ragging, sexual harassment, and staff, safety and security, counseling of students in times of need, managing hostels and other infrastructure, etc. It is a challenging job and requires a high level of efficiency to do their roles to maintain the sanctity of any educational institute or university.

As a general definition, administration is management of an office, business, or an organization. It involves efficient organization of people, information, and other resources to achieve organizational objectives. This role is undertaken by an official i.e. the administrator who manages, organizes and supervises the activities/functions/operations of an organization or institution. She could be the Registrar, Manager, Dean, Director, Principal, HOD, etc. or may be designated appropriately. The administrators in educational setup help to ensure that the university/institution runs efficiently by managing its financial, operations and other support systems.

The governance structure of higher education institutions is getting more important everyday considering the evaluation of institutional performance¹. Therefore, with expansion of educational institutions/universities, the role of administrators is gaining importance as the administrative structure plays a central role in development of an educational institution, both academically and administratively, and also for attracting qualified academic staff and students².

The growing importance of governance in higher education may be attributed to the challenges that the institutions have been facing during the recent past. The array of provisions, new modes of delivery, varied student strength, growing pressure of globalization, research and innovation are affecting the production of knowledge. In addition to these, arranging funds, pressure for getting accredited with

organizations of repute, research and publications, increasing competition among institutions are the factors forcing higher education institutions to constitute a more effective administration systems managed by experienced and knowledgeable administrators to ensure quality and survival in the field. Their quality is directly linked to the governance system ensuring accountability, , ability to tackle new challenges, to be productive, and to protect participants and stake holders in educational institutions.

The role of administrator is not limited to record keeping, processing salary and other routine requests. The administrators have a huge responsibility of making policies, rules and regulations and to ensure their implementation; keeping mission and vision of the institution in mind. They are also responsible to keep processes in check, handle issues such as ragging, sexual harassment, discipline among students and staff, safety and security, counseling of students in times of need, managing hostels and managing other infrastructure related issues, etc.,

The personnel in educational administration can be Registrar, Managers, Supervisors, Programme Administrators, Dean/Principals, Directors, Head of Departments, both academic as well as non-academic, Academic Officers, Executive Assistants, etc.

The administrators must be noticeable, student and teacher centered, and willing to tackle issues for which there are no easy answers³.

Many a times, faculty members are also a part of administration and have to perform such administrative tasks, for which training is required that would be beneficial for smooth functioning of the departments and organization.

Functions:

The basic functions of educational administrators can be summarized as follows:

- Production and management of resources (human and materials) required to support organizations and achieve goals and objectives.
- Supervision of instructional activities.
- Recruiting and training personnel as per the needs of the institution.
- Providing assistant for development of curriculum and academic activities.
- Maintaining peaceful co-existence of different heterogenous demographic and cultural groups within the institution, the society and the external agencies.
- Influencing staff behavior.
- Perceiving and influencing development of goals and policies.

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- Evaluating effectiveness and efficiency or visa-versa of the institution.
 - Taking remedial action wherever required.
 - Providing incentives to stimulate productivity.
 - Effective grievance redressal for both staff , students and any external body that is affected by the actions of the institute.

Importance of Administrators:

Administrators are the leaders, policy-makers, public image makers of an institution, and are visionaries. As institutes are also organizations, they can be viewed as a system, and administration can be defined as human action to facilitate production of beneficial results from that system. Administrators control, nurture and facilitate support. The nurturing and facilitation is usually done silently, much of their work is invisible, and the effects and benefits are realized only over time.

Administrators are also required to focus on motivating teachers as only a motivated and satisfied teachers can provide a favorable environment for the students.

Blase & Blase (1999) found that formal supportive administrative measures underlie effective classroom situations. Positive behavior programmes use essential motivators, prompt self-reflection, and development. As the authors underscore, "Our findings echo research that discusses long-understood fundamental needs for trust, support, and professional interaction" (page 369). Perhaps when this behavior is modeled for teachers by their administration, the teachers are better able to model it for the students.

Administrative behaviors may relate to teacher morale itself. Evans (1998) reported on a situation exposing the effect poor management has on teacher morale. Administrative behaviors may relate to teacher morale itself. He reported on a situation exposing the effect poor management has on teacher morale⁴. However, the study does not appear to discuss the issues of accountability and how problematic management situations, such as the the case under review, can be addressed. It demonstrates how adverse managerial policies can affect teacher morale. Unless the teacher is seasoned enough to distinguish between social arenas, this poor morale may easily affect the morale of the students in the classroom as well.

The administration plays an important role in development of students in an institution. While research has not yet been able to determine direct relationship between administration and student achievement, administration does strongly influence environmental conditions affecting such growth. Motivation is

contagious and has lasting effects. The college administration should facilitate environment allowing such opportunities.

Per Lindley (2009), the role of the school administrator encompasses teamwork, exploration, creation, and the ability to “lead by doing the right things”.

Assessing the Administration

A great deal of the difficulty in assessing the administration lies in ineffective and inconsistent accountability for college/institute management⁵. Research findings suggest that inadequate policies and procedures to assess principals exist. Fletcher & McInerney (1995) suggest that identifiable qualities exist for good principals; unfortunately, satisfactory mechanisms for measuring these traits are not prevalent⁶.

When Fletcher and McInerney surveyed superintendents in Indiana, USA about evaluation systems, the respondents disclosed a high percentage of least effective principals worse off in motivational, analytical, sensitivity, and cultural skills than the system assessed. This finding suggests that ineffective principals still manage schools because they have not been evaluated in the key performance areas where weaknesses exist⁶.

Webster (1995) recognized the lack of a system that requires standards and accountability for principals⁷. The paper sets standards in four performance areas that principals need to deal with: basic measure, test based improvement, basic evaluation, and good testing environments. Ediger (1998) modified Heplen and Crofts' 1963 questionnaire about organization and climate into a five-point evaluation system to clarify and develop meaningful roles in the school community. The appraisal should be conducted by those affected by influences on school curriculum. This theory supports observations that teachers may be the more accurate assessors of school administration (Blase & Blase, 1999 ; Evans, 1998; Van de Grift & Houveen, 1998).

The effective administration is the ability to mobilize human and other resources towards achievement of organizational objectives. Ogunsaju (1998) opines that administration is concerned with a variety of tasks. Nwankwo (1987) describes administration as a careful and systematic arrangement and use of human a material resources, situations and opportunities for the achievement of specific objectives. However, Campbell et al. (1984) said that the main purpose of administration in any organization is that of coordinating the efforts of people towards the achievement of its goals. Peretomode (1991) defines administration as the performance of executive duties, the carrying out of policies or decisions to fulfill a purpose, and the controlling of the day-to-day running of an organization.

It is the function of the school to produce educated and enlightened human beings who would be able to contribute positively to the development of the society. This formed the opinion of Olaniyi (2000) who describes school as a social institution which does not exist in a vacuum⁸. He said further that a school is a micro-community, existing within a macro community to mold the habits, interest, attitudes and feelings of children and transmit from one generation to another. The institution also comprises certain personnel i.e. teaching and non-teaching staff as well as the students. These human resources in the school work with some materials, such as instructional materials, equipment, and financial resources in order to achieve the objectives of the institution⁸.

Administration is very pertinent to realization of the institution's objectives – indeed, the success of the institution system depends, to a large extent, on the administrators of the respective institutions who handle it with their expertise and wisdom.

Conclusion :

The administration in educational system can be defined as a process of management. It means that among others, the administration is the key to success and development of an institution. The basic functions of administration are planning, organizing, staffing, leading, directing, controlling, monitoring and motivating. The Administrators are the leaders, policy-makers, visionaries and public image makers of the institution. The quality of an institution is directly linked to the governance system and the administrative structure plays central role in it. Administration facilitates development of an institution, both academically and also for attracting qualified academic and non-academic staff and students. It involves efficient organization of people, information, and other resources to achieve organizational goals and objectives. Poor administration can adversely affect the morale of faculty and students positively, and likewise sound administration practices can have a positive impact on the morale of faculty and student body of an educational institute. The most important objective of an educational institute is teaching and promoting development, and smooth administration of an institution ensures accomplishment of this objective with help of erudite and wise administrators.

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Green Entrepreneurship –“ Dad and Dude”, A Company in Bengaluru City.

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ABSTRACT

IT companies are one of the largest creators of carbon footprints and there is an intense competition in the market for these companies to survive and to create desired products and services customized to the core needs of the consumers. In this race, green environment and sustainability agendas are the last on the list of these entrepreneurs.

In current market scenario the studies shows that consumers are now health and environment conscious. Perhaps this is the reason, that the concept of green product and green marketing are taking place slowly and steadily in the market. It can be also as an opportunity for those companies who believe in innovation and redesigning their products and services in ecological manner.

It is a perfect time for those entrepreneurs who want to come and be a part of this emerging green market. In response to problems with climate changes and scarcity of natural resources we are trying to convert traditional economic to sustainable one with different kind of green initiatives. But one of the solutions and may be the more effective one, will be the development of green entrepreneurship. Green entrepreneurship emerges from as a mutual product of environment and entrepreneurship.

Dad and Dude Company aims towards this generation and next generation taking care of this planet by reducing carbon foot print using refurbished IT assets.

Keywords : Green Entrepreneurship, Carbon Footprint, IT assets.

1. INTRODUCTION

“Green entrepreneurship is the activity of consciously addressing an environmental/social problem/need through the realization of entrepreneurial ideas with a high level of risk, which has a net positive effect on the natural environment and at the same time is financially sustainable.

Any green business to start up holds a high risk and sustainability in this competitive world. Many factors are to be found for this competitive world. Many factors are to be focused for the success of the business such as qualification, knowledge, experience, financial support, family support, spouse support and client acquisition. The Green entrepreneur that we are discussing in the case concentrates on "Carbon foot print reduction through used computers“.

2. LITERATURE REVIEW

Sharma and Kushwaha (2015) states that the various opportunities for the green entrepreneurs due to emergence of green market. Changing consumer behaviour towards green market is another significant and positive indicator for the green entrepreneur. Gevrenova (2015) concluded that “green entrepreneurship” could be defined as a new type of commerce which is equally profit and nature oriented and might possibly solve ecological problems throughout its business activity.

Purushottam and Honagamavar (2017) concluded that regional development agencies and incubators play a vital role for green entrepreneurship in order to increase the awareness of society that is related to green entrepreneurship, social responsibility projects can be prepared together with role models. Owing to collaboration between universities and industry, environmental technology should be improved and in addition green entrepreneur must gain this technology with low cost. Ali and Ralf (2015) concluded that main important roles in sustainable development: first as an innovative community to change the structure of economy through the sustainability and second as a community who create and change the norms in a society for maintaining the achieved sustainable development. The green social entrepreneur's community could be created in micro and macro scale.

3. OBJECTIVES AND METHODOLOGY

The main objective of the case study is to study an entrepreneur, his journey in the IT sector and what were the challenges he faced while working to ensure that there are less carbon footprints and can view himself as Green Entrepreneur. The main source of data was primary data which was collected through the personal interview from the entrepreneur himself in the company premises at Bangalore. The secondary source of data was collected from various other sources such as the newspaper, journals, articles, company website, internet etc.

4. GREEN ENTREPRENEURSHIP OF DAD AND DUDE COMPANY.

Case Introduction

Green Entrepreneurship are known as being the innovators and job creators of the current paradigm because this is the era of boom in environmental sustainability and innovation in business.

This case study was written to focus on how the journey of an entrepreneur and his startup company- "Dad and Dude", grew with time and was successful in establishing itself as a IT service sector company in Bengaluru.

The Motto of Dad and Dude is that this generation and next generation should take care of planet earth by reducing carbon footprint using refurbished IT asset.

Who is a Green Entrepreneur?

Any business as a start up holds high risk and sustainability in this competitive world. Many factors are to be focused for the success of the business such as qualifications, knowledge, experience, financial support, family support, spouse support and client. Though young and budding entrepreneurs are fast

joining the race of app making IT companies attracting millions of dollars , there are less entrepreneurs who stop and give a thought to create a business which also supports environmental issues and sustainability. These entrepreneurs direct their efforts to reduce carbon prints and also raise green awareness. One such person and entrepreneur is owner of Dad and Dude company which is also a successful green It startup.

Initial Challenges

Since entrepreneur is having 23 years of corporate experience in a journey towards "Carbon foot print reduction through used computers“, he did not face much problem for his own start-up. Because of his previous official network, he had a fairly good idea about prior planning for effective market penetration and a targeted segment to sell product and to sustain in the market.

Dealing with employees

IT Human Resource is abundant in India .The campuses are churning good quality young software minds who are enthusiastic for new ideas and eager to learn and earn. Dad and dude hired skilled employees and trained them well as per the nature of Job. Since the professional and technical experts had experience in the IT field, they did not had to spend much time for training of employees.

Marketing

Dad and Dude supplied affordable computer systems to Govt School at Peenya; Bangalore adopted by Rotary South Parade and maintains the same.They serviced & refurbished 35 desktops at Anjana School at Sarajapura, Bangalore. All these computers are donated by the corporates.

The marketing for a company is very important that helps to reach the target clients but for this company, there are no separate marketing departments nor separate funds for marketing. As it was green initiation, his way of marketing was by providing the best services to clients and also targeting schools, college, educational institution, hospital to create awareness about the product The positive world of mouth is where the satisfied client would spread good information about a company.

5. ENTREPRENEURIAL CHALLENGES AND RESPONSES:

The below table shows the Conceptual framework based on challenges faced by one Green entrepreneur and his responses which were based on his 23 year of corporate experience that made him comfortable and helped him in overcoming challenges as a green entrepreneur.

Factors	As Perceived by Entrepreneur
Mobility Difficult	Not really because the Office was located near the residence and mail and Video call were used in communicating to clients.
Self Confidence was good	Yes – Client acquisition was difficult in the beginning
Availability of Information	Good – to a great extent Reason – IT hub Bengaluru
Problems in Marketing	Yes – to an extent Reason –No separate Marketing department and funds
Infrastructure was good	Yes - Reason – At the starting stage of company
Financial Constraints	Not much difficult to access venture capitalist
	Reason – Middle Class and more family responsibility
Family support	Family encouragement towards company's growth.
Fear of Social backlash	No fear because of experience and faced no bias
Family – Work Life Balance	Yes – Great Extent Family encouragement and commitment towards the company

Table 1: Conceptual framework based on challenges faced by one Green entrepreneur

6. SUCCESS STORIES

Uniqness in Servicing

The company was selling used and refurbished IT assets like Laptops and Desktops and Servers with Warranty of 6 months on the used IT assets. The company also provided the complete component list and the health of the same for all the IT assets. The Serviced IT assets come with the PC Doctor Test report and resulted in reduction of carbon foot print. Buyback of used IT assets by making fair value based on the health of the used IT assets aimed at affordable computing to the common masses who were unable to or are unmilling to purchase a new IT asset. This also helped in reduction of E Waste.

Servicing of Laptops, Desktops and Servers with standard tools.

They also provide refurbished servers with complete server stack software based on open source. The company buyback used and unused IT assets like Laptops & Desktops From Corporates, Institutions and end-users with fair market value and also Selling refurbished Laptops, Desktops & Servers at affordable price with warranty. These Refurbished Laptops and Desktops gives better performance and with Annual Maintenance Contract – AMC, authorized onsite warranty was provided by the service provider for major all its major clients.

Affordable Computers to Rotary & Schools

Dad n Dude supplied affordable computer systems to Govt School at Peenya, Bangalore and was adopted by Rotary South Parade and to maintain the same. They also serviced & refurbished 35 desktops at Anjana School at Sarajapura, Bangalore which were are all donated by corporates. The company dad n Dude also rent laptops along with maintenance to SME.

7. CONCLUSION

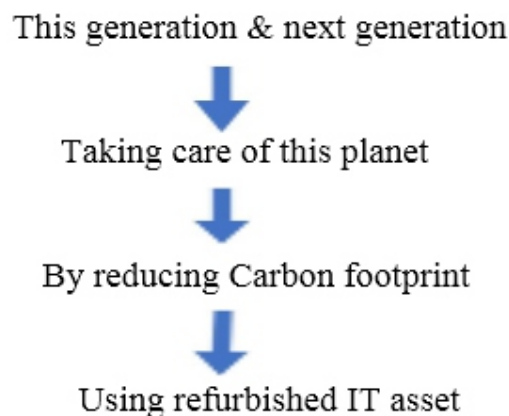
Green Entrepreneurs are now playing a major role to contribute for environmental sustainability in many ways. In this case it is through "Carbon foot print reduction through used computers". Though it is difficult to start a business which focusses on used IT assets, it is remarkable to see the company growing and flourishing. The managerial implications from this case study would be that the Green Entrepreneurs play a vital role to protect environment and to address environmental impact. So it's a Normative Approach for the betterment of society and to protect planet earth to reduce environmental impact on Earth. The case raises an important question to all the budding managers and entrepreneurs about the green movement and to reduce new IT products usage or may be start by using already used IT assets.

Appendix A

Case Background of a Person

24 months of entrepreneurial experience with 23 years of corporate experience in a journey towards "Carbon foot print reduction through used computers"

His Objective



Company Overview

- Name : Dad and Dude (www.dadndude.com)
- Founder : Mahendran Kathiresan
- Company Strength : 6 employees
- Years in Business : 14 Months
- Location : Attibele, Bangalore
- Category : Sales, Buyback of refurbished IT assets.

Technological Skills Required

- Mahendran Kathiresan, Founder / Sales and Marketing 22 years of Technical Sales experience.
- Technical Team – Microsoft Certified Professional (MCP) along with DELL and Lenovo Certifications.
- Expert Engineers trained on Workstation and Services.

Why Dad and Dude

- Standard testing tools
- Data wiping & Data recovery
- Final testing done using PC Doctor software
- Test reports published for every IT asset
- Tracking systems for customer service calls
- warranty provided for 6 months
- In the process of reducing carbon footprint through used IT assets

Business Opportunities

Cerri – a new initiative on basic computing

Basic Computing

- Minimum power consumption
- LCD screen from used computer
- No Fan
- Runs on microSD /No HDD
- Runs on Linux OS
- Broadcom processor/1GB RAM
- 4 USB ports/HDMI/VGA
- Elegant look
- Affordable price

Applications:

- Front office
- Students
- Elderly Parents
- Schools
- Children

Customers

- Accolet, Bangalore (www.accoletadvisors.com)
- Sujay Industries, Bangalore Hebsur Associates, Bangalore
- Contactechnics, Bangalore
- U-Solar, Bangalore (www.usolar.in)
- Athena IT, Bangalore (www.athenaitsol.com)
- Flowedge, Bangalore (www.flowedge.in)
- Anjana Vidya Niketan, Sarjapura (www.brahmi.org)
- Rotary South Parade, Bangalore
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