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Organisational Physical Environments: Environmental Reading, Communication and Embarrassment

Sanjoy Mazumdar*

Abstract : Organisational physical environments are intertwined with organisational social systems at several levels and in complex ways. Not only do they provide instrumental utility of aiding task performance, they also form symbolic communication systems in which organisational members read environmental elements and adjust their behaviour. Inabilities and failures lead to environmental embarrassment. Loss of environmental elements through take-aways leads to environmental deprivation and is viewed with trepidation by members. Organisational environments are invested with meaning and affect are of concern matter to members. All of these affect organisational effectiveness. These concepts are elaborated on the basis of an ethnographic naturalistic field research.

Key Words : Organisational physical environments, environmental reading, non-verbal communication, environmental embarrassment

Human Development in Orissa: An Inter-State and Intra-District Analysis

Rudra Prakash Pradhan*

Abstract : The paper discusses the performance of human development in Orissa, a north-eastern state of India. It has been discussed at the inter-state and inter-district level. The methodology used for the same are Human Development Index (HDI), as proposed by UNDP, and an Alternative Composite Human Development Index (ACHDI). The findings ascertained that Orissa is very backward in human development. At the inter-state level, its position is 13th out of 14 non-special category states of India. And at the inter-district level, the study found that none of the districts has a high human development in Orissa. They are all falling under the groups of low human development, as per UNDP rankings. Their performance dimension-wise is also not satisfactory. The study finally suggests that government should take proper initiative to boost human development in Orissa in a balanced way.

Keywords: Human Development, HDI and ACHDI

Rural E-governance Model and Its Impact on Decision-Making Process in Agriculture: A Study of ITC's E-Choupal

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Abstract : E-commerce has become a buzz word today. It is believed to transform many aspects of day to day life and in certain areas it has even produced miraculous results. E-commerce plays a vital role in rural business. The e-choupal initiative which was started by Indian Tobacco Company (ITC) in the year 2000 from Bhopal was a step to eliminate the intermediaries and connect the farmers directly to the Mandi, thereby making the operations more transparent. This model is based on the philosophy of co-creation of value. Considering the phenomenal rise of ITC'S business, and its much talked about e-choupal model, there is momentous need to empirically validate the impact of ITC on improving decision making ability of farmers. Results of this study with 244 farmers who are associated with ITC through its e-choupal operation from Uttar Pradesh and Madhya Pradesh provided empirical evidence that the decision making ability of farmers significantly improved after association with ITC e-choupal.

Keywords: ITC E-choupal, Agriculture related decision making ability.

Personal Outcomes of Organisational Citizenship Behaviour

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Abstract : Organisational citizenship behaviour (OCB) has become a prominent construct among organisation behaviour researchers and human resource practitioners during the last two decades. Several studies have been conducted to identify the antecedents and consequences of OCB. The present study was designed to examine the personal outcome of OCB. The study was carried out on 130 front level managerial personnel. OCB was used as a predictor variable and role overload stress and perceived organisational support (POS) were treated as criterion variables. Results of correlation analyses indicate that conscientiousness and altruism dimensions of OCB were significantly positively related with role overload. The sportsmanship dimension of OCB was significantly positively related with tangible support, informational support and total POS. Similarly, civic virtue dimension of OCB was positively related with emotional support, informational support, and tangible support along with total POS. Results of hierarchal regression analysis confirm the causal link between predictor and criterion variables.

Key words: organisational citizenship behaviour, role overload stress, perceived organisational support, private/public sector organisations.

Current Scenario of FDI in Indian Retail

Kakali Majumdar*

Abstract : India has been a host to Foreign Direct Investment (FDI) for over a hundred years. Despite a long history, FDI in the retail sector was not officially allowed, even partially, till more than one and a half decades after the trade liberalization in early nineties. The retail trade sector is quite important in Indian economic perspective, contributing nearly 10% of GDP and employing around 8% of the labour force. According to Euro monitor, the retail sector in India is the second largest employer after agriculture and as Indian economy is booming, so is the retail sector. But unlike other sectors, FDI in retail has not yet reached the significant level. In 1993, the then finance minister Dr. Manmohan Singh first opened the door to FDI in retail trade. In February 2005, the new Government decided to allow 51% FDI in the single brand retailing. The main fear of FDI in retail sector is that it will disrupt the livelihood of the people engaged in this trade. However, so many positive points are also there in favour of FDI in Indian retail service. Against this background the present paper makes an attempt to study the current scenario of FDI in Indian retail highlighting the positive and negative impacts of it in the Indian Economy.

Key Words: FDI, Retail, Liberalization.

The Emotional Mind of Business Leaders

Ajith Paninchukunnath*

Abstract : Emotional intelligence (EI) can positively contribute to leadership and organizational success. Research findings in the field of leadership, social psychology and neurobiology leads us to the same conclusion that EI is very crucial skill needed by business leaders to ensure organization's success and in turn business leader's health and confidence to repeat the success and there by turn out to be an asset for organization and society. An emotionally illiterate business leader cannot lead an organization into long-term success. In the 21st century, knowledge workers look for emotionally nourishing work environment which is to be ensured by the organization's leaders. Business Leaders have to be emotionally literate. They have to be good at reading their own and also their follower's emotions. Leader has to control and direct his emotions to motivate followers to achieve organization's goals. The open loop nature of the emotional centre of the brain explains the heavy impact of emotions on human beings. Followers expect leaders to be emotionally intelligent and in turn assist them to learn and practice the same.

Key words - Emotional Leadership (EL), Emotional intelligence (EI), Neurobiology, Limbic system, Open-loop structure.

ATM Development Strategies for the Indian Market: The Use of Conjoint Analysis:

Amit Sachan*

Abstract : The objective of this research is to explore the perceptions of consumers towards ATM Service. A conjoint-based survey was administered to 300 users of Automatic Teller Machines in NCR Region. The individual level conjoint analysis revealed that users of ATM were most influenced by ATM Break down followed by ATM Locations then by ATM Security and the last one by ATM Functionality. The ideal ATM profile for ATM users was one with ATM located at residential areas, providing banking services and utility bill, breakdown once in fifty visits, charging no fee for four transactions in a year, security guard always available and entry by card and can withdraw up to the balance in your account. This research can assist Banks in designing optimal service or allocating resources for ATM services targeted at specific market segments, and provide guidance for effective positioning of their ATMs.

Keywords: ATM Service, Conjoint, Banks, Managers, India

Social Sciences in Management Education

Bhaswati Patnaik

Abstract : The competitive and fast professional life of people today has forced many to have a fresh look towards the effective ways of functioning as well as coping with change. The criteria for success are not limited to one's cognitive competencies or technical expertise alone. Knowledge of implicit yet significant aspects of organizational culture, human behaviour, environmental challenges and dynamics of society in general are becoming vital to carve a niche for oneself. These facts have implications for the significance that humanities and social sciences have in building holistic management professionals. Application of knowledge and its relevance in any specific discipline depends on the learning of the dynamics of very foundation used and affected - the society. Such significant areas as group dynamics, workplace complexities, challenges in interpersonal communication, cross-cultural differences, individual differences, leadership implications and so on come under the purview of humanities and social sciences. Education in these aspects is vital for management professionals - not only for expanding their knowledge base but also for preparing them to become responsible citizens. People who constitute the organizations are the key players or are its competitive advantage. Understanding of people, their behaviour, ideas, motivations etc. is central to managerial effectiveness. For this, social sciences have to be a significant aspect of management education, if not its integral part.

Key words: Management, education, workplace, social sciences, organisation, human behaviour

E-Waste Management

Dr. Sachin S. Vernekar and Preety Wadhwa*

Abstract : The objective of this article is to throw light on many of the facets of the issue of electronic waste (e-waste) in our society. Unfortunately, the discarding of electronics is one of the fastest growing segments of our nation's waste. Rapid growth in this industry coupled with advancement in technologies has led to the accumulation of e-waste stream, which is expected to increase further in the coming years. This research article will provide background information regarding this problem, the current methods of e-waste disposal, the environmental, health, and economic implications. The economic and environmental impacts of e-waste are a growing concern in our technology-rich society. E-waste burden that inevitably is going to become a larger problem. Immediate actions must now be undertaken to address the problem. In order for e-waste to be reduced to a tolerable level, many coalitions must cooperate. Action needs to be taken at not only the local and national levels, but globally.

In the following research, an attempt has been made to find to some extent, the true number of e-waste in terms of number of units in Delhi and surrounding areas, and a study is also conducted to find out the fate of such items in these areas. Respondents were selected from three categories: residents in posh colonies, industries and scrap dealers, in order to probe into the issue in depth.

Key Words : Scrap Dealers, E-Waste, Disposal, Re-gunning, Recycle

A Study of Random Walk Hypothesis of Selected Scrips

Dr. Keyur M Nayak*

Abstract : The price of a security reflects all the available information about the economy, the market and the specific security, and that prices adjust immediately to new information. For a long time the conformation of random walk is considered to be a sufficient condition for market efficiency. However, rejection of random walk model does not necessarily imply the inefficiency of stock-price formation. Random Walk is the path of a variable over time that exhibits no predictable patterns at all. The paradox of efficient markets is that if every investor believed a market was efficient, then the market would not be efficient because no one would analyze securities. In effect, efficient markets depend on market participants who believe the market is inefficient and trade securities in an attempt to outperform the market. In reality, markets are neither perfectly efficient nor completely inefficient. All markets are efficient to a certain extent, some more so than others. Rather than being an issue of black or white, market efficiency is more a matter of shades of gray. In markets with substantial impairments of efficiency, more knowledgeable investors can strive to outperform less knowledgeable ones. The present paper is based on secondary price data collected from the NSE website and then Run test has been used to check the pattern of the price using SPSS package.

Key words: Random Walk, Efficient Markets, Securities.

Problem Recognition Styles and Attributes Evaluation - An Approach to Market Segmentation

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Abstract : Many researches addressed the importance of market segmentation. It is proved that market segments could be developed based on the perceived differences on the product attributes evaluation. However, what makes the consumers to perceive the attributes differently is rarely understood. The current study aims to relate the perceived differences on attribute evaluation because of the problem recognition styles associated with the consumer's purchase decision process. The perceptual maps produced by the Multi-dimensional Scaling procedure suggest that the perceived differences in attribute evaluations could be attributed to the way a consumer recognises the need/problem. The way the attributes are perceived varies between the problem recognition styles associated with the purchase process. Thus, the marketers could be benefited by creating segments based on the problem recognition styles of the consumers.

Keywords: Problem recognition styles, product attributes, segmentation, Multi-dimensional scaling, and Toilet soaps