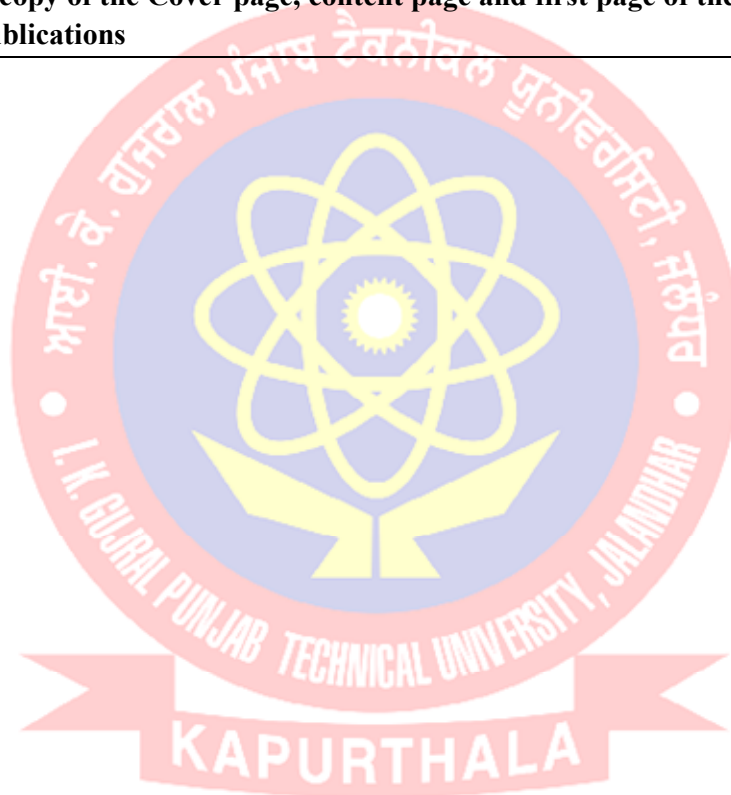


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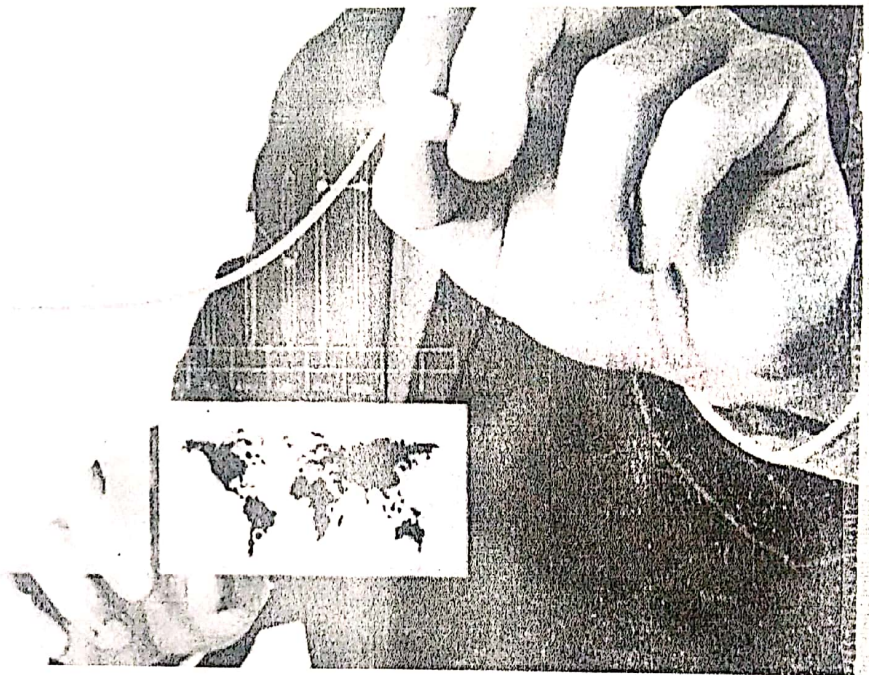
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TRANSFER PRICING AND PHARMACEUTICAL INDUSTRY IN INDIA: A PERSPECTIVE

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ABSTRACT

Transfer pricing sounds more as an arrangement made for the payment of transactions within the companies of a group. But it has much broader connotation than just restricting to a group of companies. These days, the share of MNC in world trade and economic activities has significantly gone up. This has given rise to new and complex issues especially with reference to transactions taking place within a given MNC group. It is a mechanism of distributing revenue. Transfer pricing regulations are defined by the fiscal authorities to check that the international transactions which involve two or more Associated Enterprises ('AE') are carried out at an arm's length price. Further, these transactions are comparable to transactions which are similar in nature, and are taking place between unrelated enterprises. It is expected that the price is similar to the one that is being charged when goods or services are sold to outside customers, or those are purchased from outside suppliers/vendors. Thus, for a developing country like India where tax revenues are a major source of revenue to country, it becomes pertinent to revisit transfer pricing issues at frequent intervals. This chapter is an attempt to highlight Indian pharmaceutical industry-specific issues with reference to transfer pricing mechanism. After introduction, an example of a pharmaceutical MNC has been discussed to show the abuse of Transfer Pricing mechanism and its impact on minority shareholders. Methods of Transfer Pricing have been briefly explained before discussing the Indian pharmaceutical industry specific issues related to transfer pricing.

INTRODUCTION

Many historical reasons necessitated multinational entities to employ transfer pricing. Underlying reasons included 'restrictions on profit repatriation' (e.g., erstwhile Foreign Exchange Regulation Act, 1973 in India), 'ownership restriction' (e.g., Foreign Direct Investment, i.e., FDI norms) and 'tax rate arbitrage' (e.g., differential tax regime in 'tax haven' nations and other countries). Tax rate arbitrage still holds whereas other two parameters have lost relevance to an extent in specific context of Indian pharma industry. Now, FDI in Drugs & Pharmaceuticals sector is permitted under automatic route up to 100%. Only requirement is that activity must not attract 'compulsory licensing', or involve application of recombinant DNA technology, and specific cell or tissue targeted 'formulations'. Otherwise, ownership restrictions limit the control the parent company can have in the host country. The government fixes a particular limit above which the parent company cannot invest in the subsidiary. Hence, the limit for FDI restricts the company from participating in functions related to control, management and capital of its own set-up unit. Thus, again the multinational entity uses the mechanism of transfer pricing whereby they can practise their ownership rights through charging high royalties. Tax rate differential provides an 'arbitrage' opportunity and

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SPIN OFF MECHANISM AND PHARMACEUTICAL SECTOR: AN ANALYSIS

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ABSTRACT

Spin-off mechanism results into disposition of assets, and culminates into creation of new legal entities. The phrase "the sum of the parts are greater than the whole", is the rationale behind any spin-off. It has been widely applied by Multinational Corporations (MNCs), companies and even universities. This Chapter is about application of spin-off mechanism by pharmaceutical companies. For this purpose, details of top ten (10) global pharmaceutical companies and their recent/notable spin-off entities, and focus areas of those spin-off entities have been captured. Spin-off mechanism has gained attention of Indian pharmaceutical companies as well. Post-Trade-related Intellectual Property Rights (TRIPS) implementation, i.e., from the year 2005 onwards, there was intense pressure on the Indian pharmaceutical industry to invest in Research and Development (R&D). Major pharmaceutical companies realized that if they do not invest in R&D investment, they can take advantage in the future. Another major realization was that Indian pharmaceutical sector can no longer depend upon reverse engineering for the survival. But at the same time, these companies were also clear that their business cannot be negatively affected by highly risky R&D process that involves high uncertainty. To strike the balance between the two, i.e., pure R&D and pure generic business, Indian pharmaceutical companies opted for different strategic partnerships, out-licensing, in-licensing, and R&D spin off. Major Indian pharmaceutical companies have been observed that successful R&D spin-offs results into improvement in the speed of product development from investor point of view. separating the R&D activity offered them an opportunity to hold investment in different businesses with different profile of risk and return. It is a well known fact in pharmaceutical industry that discovery research involves significant risks and costs, and it takes a long time to achieve successful outcomes. In this chapter, authors have analyzed the spin-offs regarding Indian pharmaceutical companies, which have succeeded or failed to achieve the desired objectives. Impact on financials of parent company and spin-off entity has not been analyzed. Lessons from these Spin-offs have also been summarized.

Key Words:- Indian Pharmaceutical Market, Corporate Restructuring, Parent Company, Subsidiary, Global Pharmaceutical Companies, MNCs, Indian Pharmaceutical Companies, and Risks

INTRODUCTION

In the Financial Year 2020 (FY20), domestic Indian Pharmaceutical Market (IPM) stood at Rs. 1,54,000 crore in 2019-20 and are expected to be more than \$20.5 bn (Rs. 1,54,000 crore) in 2020-21. Pharma Industry (domestic and exports from India) is expected to touch \$20.5 bn in current financial year. Pharma Industry (domestic and exports from India) is expected to touch \$20.5 bn in current financial year. It is pertinent to note that growth rate was 11.5% for exports for first nine months but in the fourth quarter growth of about 3% brought down overall exports growth rate to 1.2%. North America contributed 35% of exports of Indian pharmaceutical industry. North America market is the highly regulated market and these exports are drug formulation and biologicals. The growth rate of exports is of 'bulk drugs, intermediates'. Vaccines and biologics also recorded a growth rate of 10.5% and 10.5% in the FY20. The strength of Indian pharma industry as a whole, and more a clear picture beyond generics.

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PUBLIC-PRIVATE PARTNERSHIP IN INDIA: A MULTIFACETED PERSPECTIVE

31 40



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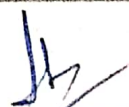

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Public Private Partnership in Education Sector

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Abstract

Education creates motivation for progress and brings revolution in the ideas necessary for the progress of the country. It is also one of the human indicators of life. Education is one sector which had been confined to the exclusive jurisdiction of the state for long, but due to cost involved in providing education, PPP is being extended to education also. The current paper probes to explore the concept of PPP in education, its benefits and various issues involved. It also throws light on the pre-requisites for success of projects in the nature of PPP in education sector in India.

Keywords: Public Private Partnership, Education, Benefits, Issues, Pre-requisites, Models.

Public Private Partnership in Education Sector

"There is a need to improve quality of education, promote research programmes and enforce quality standards in higher education. We need more freedom in universities and have to make sure that people get equal opportunity. There is an urgent need to stop controlling education."

- T V Mohandas Pai, Chairman, Manipal Global

"It is impossible to educate people in India without the involvement of private sector partnership. The Government institutes like IIT Madras which receive better funding, can ensure quality to students but the same is not possible with other government institutes. So the contribution of private-public partnership cannot be ignored."

-Dr Sam Paul, Eminent Educationist

"Paradoxically, public education, which is an essential service, to remain public, needs partners outside the government to keep it up-to-date, efficient, transparent and engaging."

- PrithaGopalan

Introduction

Education is the engine of economic growth and social change. Higher education in India has recorded impressive growth since independence. In the Indian higher education the availability of suitable number of prestigious institutions /quality institutions is very limited. Public-Private Partnership is a unique model of development strategies. PPP is being adopted in a number of countries in for various infrastructure projects. Public private partnership are increasingly seen as playing a critical role in improving the performance of higher education system bring together best characteristics of public private sectors to improve efficiency, quality, innovation, impact both public private partnership higher education system.

Public Private Partnership

Public-private partnership (PPP) is an important instrument of development. After the process of liberalisation has been started in our country, PPP has become a major part of our development strategies. In fact, after liberalisation, various provisions have been liberalised, and as a result of privatisation, various sectors that were earlier reserved for public sector have been opened for private sector. PPP model is being adopted in a number of countries for various developmental activities. It must be noticed that education sector was within the the exclusive jurisdiction of the state for long. But now a days it has also been opened for private sector, even in India. In UK public-private partnerships was seen as an opportunity to apply finance and expertise from the private sector to priority public projects especially in areas of infrastructure such as transport, power generation, waste and water. and social infrastructure such as hospitals. The advent of public-private partnership in the education system holds the key to

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Public Private Partnership in Agriculture Sector

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Abstract

Agriculture in India is considered as gamble of monsoon. The natural resources on which agriculture is based are becoming degraded. India's food grain production is not being capitalised to increase the revenue and profit margins of farmers. Other climatic conditions for good yield, and post-harvest logistics remains an area of concern. Public Private Partnership is becoming increasingly popular in agriculture sector in developing countries in the recent time because of its manifold benefits to communities and other socio-economic and environmental benefits. The current paper makes an attempt to explore the concept of PPP in agriculture, its need and various issues involved. It also throws light on the reasons for small share of projects in the nature of PPP in Agriculture sector in India.

Keywords: Public Private Partnership, Agriculture, Need, Benefits, Challenges.

Public Private Partnership in Agriculture Sector

"Many countries in the world create modern agrarian business structures based on PPP principles to solve the problem of providing their populations with food".

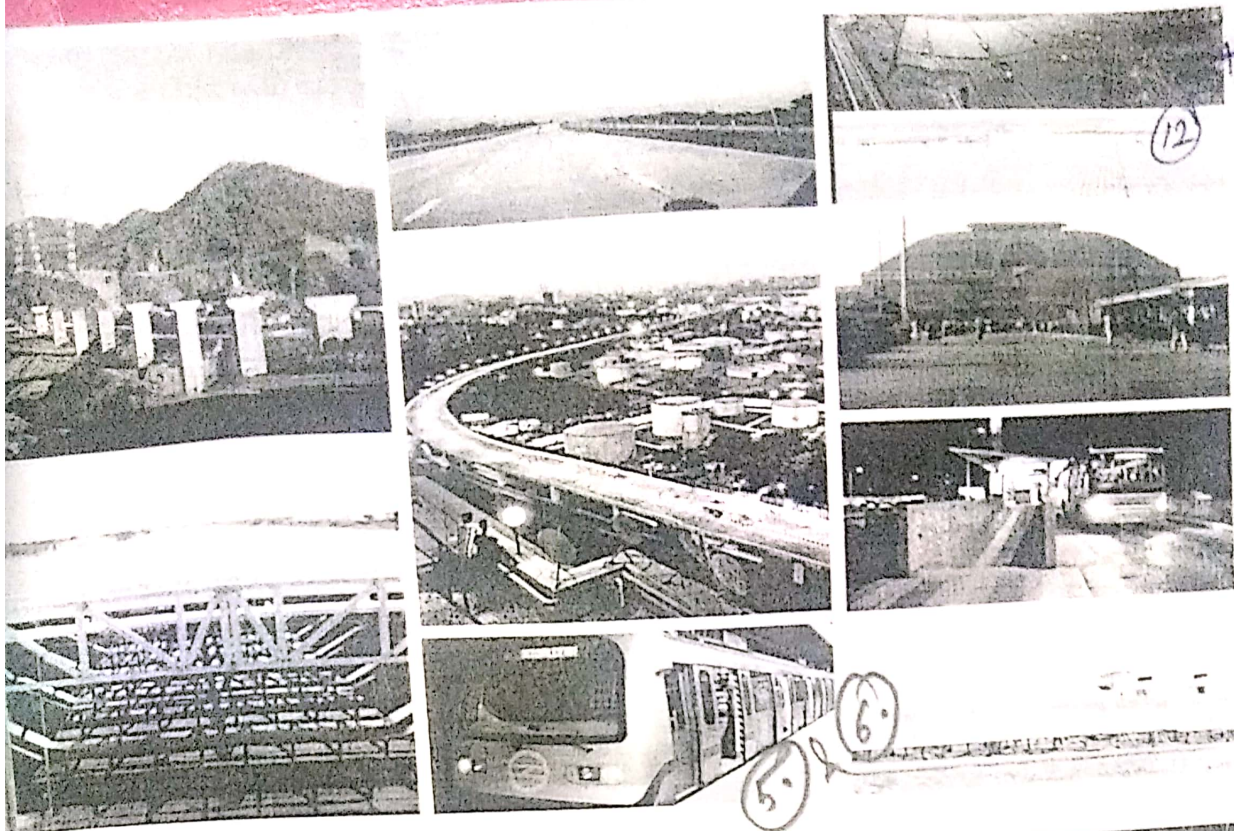
-Pinaud

Introduction

Agriculture is the mainstay of the economies of most developing countries. India's agriculture sector—including animal husbandry, forestry, and fishing—has always been one of the country's core economic sectors, accounting for about 16% of India's Gross Domestic Product (GDP), and by providing employment to around 50% of the population in India. Green Revolution helped India become one of the world's top grain producers. But it also exposed the shortcomings and challenges in the storage of food grains. However, growth, urbanization, rising water costs, high land prices, competition for resources, increased market competition and other issues present in the agricultural-urban interface have changed local agriculture. Underinvestment in agri-infrastructure, fragmented land holdings, and lack of knowledge and skills among farmers, are some of the key causes. These challenges in turn have aggravated issues like inflation, farmer distress and unrest, political and social disaffection—all of which have severe socioeconomic ripple effects on other sectors. This significantly curtails the ability of India's economy to touch double-digit growth. Well-designed PPPs can create models of innovation for the agriculture growth in India. PPPs can facilitate the generation and delivery of relevant and timely content, particularly to reach the most isolated farmers. The development potential of PPPs contributes to the formation of agricultural innovation systems and is achieved through market-oriented policies.

Concept of Public Private Partnership

The concept of "PPP" appeared in the early 90s of the 20th century and is associated with the British PPP model. The government, represented by the Prime Minister J. Major, announced the so called "Private Financial Initiative" (PFI). The concept of the PFI was to transfer functions of financing the state-owned socio-cultural and industrial infrastructure to the private sector within the framework of agreements and contracts on PPP. A public-private partnership is essentially a long-term partnership between the government and the private sector, and is usually a complex relationship between both the sectors; the monitoring and setting up of the norms related to quality are generally set up by the public sector and the operation and management often rests with the private sector; the risk is divided between both.



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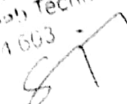
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DELIVERING QUALITY HEALTHCARE INFRASTRUCTURE IN PUNJAB: RECENT EVIDENCE ON ISSUES AND CHALLENGES

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ABSTRACT

Punjab has been ranked among prominent states in India in terms of Healthcare Infrastructure. It is reflected in the number sub-centers, rural dispensaries/clinics, Primary Health Centres (PHCs) and Community health Centres (CHCs) which exist in the state. On June 15, 2006, the state entered into a memorandum of understanding with the Government of India for implementation of the National Rural Health Mission (NRHM). Critical gaps were to be filled through increase in the provision of civil infrastructure, equipment, and manpower. But recent spread of COVID-19 has shown the deficiencies in the existing healthcare infrastructure. In a way, the pandemic has shown shortcomings and unpreparedness in dealing with the crisis. Media reports pointed out that 'ventilators were non-operational at certain places because of non-availability of trained professionals to operate them', 'non-availability of ambulance at certain places', 'high payments made by patients to hire ambulance so as to reach hospital', 'funds given by Members of Parliament (MP) out of their MP Local Area Development (MPLAD) Fund, in their area for purchase of ventilators, ambulance and other equipment', 'non-availability of protective gear', 'shortage at masks especially in the beginning of the pandemic', 'private hospitals referring suspected Corona patients to civil hospitals', among others. One report (the Print, September 18, 2020) revealed that in one prominent and worst-affected government hospital (Rajindra Hospital, Patiala), 1 in 4 Covid patients died since March 2020. One reason cited was that the hospital is the only tertiary hospital in Punjab's Malwa region and it caters to multiple districts. It caters to districts/areas of Punjab (Patiala, Ludhiana, Sangrur, Mohali, Fatehgarh Sahib, Barnala, Sangrur, SBS Nagar, Ropar) and parts of Haryana (Kaithal and Kurukshetra) as well. Further, the report cited that approximately 45 per cent of the deaths took place in the first twenty-four (24) hours of admission and the hospital got referral cases from private hospitals which were equipped with Level-3 facilities. It clearly reflected the priority of private and government hospitals as government institutes can't refuse admission. The report also highlighted the shortage of staff, lack of adequate facilities, along with issues of work culture, right attitude and expertise. In this background, this chapter is an attempt to identify key issues and challenges for Healthcare Infrastructure in Punjab and suggest remedial measures.

INTRODUCTION

Health care has characteristics relevant to 'credence' good in economic terms. Due to this, search before consumption or actual experience are not likely to reveal the quality of the service availed by the user. Information asymmetry has implications for provision of services by service providers, be it in government sector or private sector. Further, Healthcare comprises diverse services. For example, it may be preventive care or curative one. Treatment may be divided as 'acute' or 'chronic'. Health problems may also be differentiated on the basis of nature, such as those which affect 'individuals', or 'group'. Alternatively, these may affect specific groups such as women, elderly population, children, etc. Accordingly, there are requirements for healthcare infrastructure.

HEALTHCARE INFRASTRUCTURE IN PUNJAB: A STATUS REPORT

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"All health related aspects are influenced by the availability of and access to health services. Individual households and the state are the most important stakeholders in health services systems. To protect and promote general health, the public health infrastructure must be strong. A minimum level of physical infrastructure is needed to provide public services and also to increase access to health services". - T. Subba Lakshmi and DukhabandhuSahoo

ABSTRACT

Punjab (the 'food bowl' of the country) is a small state in terms of geography and population. A number of reports have shown the deterioration in state-funded healthcare infrastructure by pointing out vacant positions in various categories of staff, lack of facilities, among others. Concern has been expressed regarding malpractices of the private sector healthcare entities. The present chapter is an attempt to have a comprehensive look at healthcare infrastructure in Punjab, by over viewing Health Delivery System, and studying the role of Punjab Health Systems Corporation (PHSC), the Department of Health and Family Welfare and Department of Rural Development and Panchayats, in overall Healthcare Delivery System. The Chapter also provides details about 'Alternative Health Care Delivery System' in Punjab covering Indian Systems along with other systems such as Homeopathy.

INTRODUCTION

Punjab accounts for 1.5% total area of India whereas the state has 2.29% share of India's total population. The state is ranked 15th among all states in terms of population. Glaring gaps between private healthcare set-up in the state vis-a-vis the public sector, became visible in the recent past when in one district, i.e., SAS Nagar, Mohali, the government invoked provisions of the Disaster Management Act to use private healthcare infrastructure. Through these provisions, local administration procured exclusive or preferential use of private healthcare facilities. There were reports that almost 80% (6,000 out of about 7,500) of private hospitals/nursing homes closed down their OPDs while COVID patients badly needed medical facilities.

HEALTH DELIVERY SYSTEM IN PUNJAB:

The public healthcare infrastructure in Punjab has a 3-tier structure comprising hospitals, primary health centres and sub-centres, health units & community health centres. Around 90% of non-hospital healthcare & 67% of hospital care cases are handled by private healthcare services. In State Budget 2020-21, Rs. 4,675 crore were allocated for healthcare services, and Rs. 50 crore were allocated for upgradation of infrastructure in primary, community health centers. Primary Health Care Services comprises sub-centres, SHCs/Rural Dispensaries/Clinics, Primary Health Centres (PHCs) and Community Health Centres (CHCs).

Table 11.1: Criteria as Per the Set-up of an Institution Under Primary Health Care Services in Punjab

Set-up as	Centre as per population
Sub-Centre	One for approximately 5,000 population
SHCs/Rural Dispensaries/Clinics	One for approximately 10,000 population
Primary Health Centre (PHC)	One for approximately 30,000 population
Community Health Centre (CHC)	One for approximately 1,00,000 population

(Source: <http://health.punjab.gov.in> accessed on November 30, 2020)

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EMERGING DIMENSIONS OF CSR AND CORPORATE

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EMERGING DIMENSIONS IN THE OF CSR AND CORPORATE GOVERNANCE


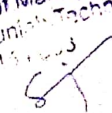
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RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY (CSR) AND FINANCIAL PERFORMANCE: A CASE OF SELECTED BANKS IN INDIA

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ABSTRACT

In the era of changing business dynamics and evolving socio economic systems the concept of Corporate Social Responsibility (CSR) has become widespread. In the recent decades this philosophy is gaining momentum in both academic and business life that the company exists for and has responsibilities towards the entire spectrum of stakeholders and it must have some objectives other than profitability. For the sustainable development and growth, the companies must assume certain more responsibilities towards the society (Corporate Social Responsibility (CSR)). The Friedman's formulation that "The Business of the firm is to increase its utility, and corporate social responsibility and being a good corporate citizen are not its business." The organisations which do not consider any social responsibility towards society will not survive in the long run. It is questioned whether the social responsibilities benefits the company or not, whether a relationship exists between social performance and financial performance. The present study aims to examine the relationship of financial performance on CSR practices of selected banks in India.

KEYWORDS: Corporate Social Responsibility (CSR), disclosure, Sustainability, social performance, financial performance

INTRODUCTION

The concept of "Survival of the fittest" in the competitive business environment has been replaced and popularly known as social responsibility. The last fifty years have witnessed a significant change in the business environment. This has necessitated businesses to realign their objectives from profit maximisation to social objectives. This concept is based on the idea that businesses should do more than just make profits (bottom line). Instead of one bottom line (profit), businesses should have three bottom lines (triple bottom lines (People, Planet and Profit)). The objective of TBL is to ensure that businesses are profitable in the natural order to the extent possible or at the least do not harm and contribute to the environment.

CSR is a form of corporate self regulated mechanism, integrated in to business operations which aims to generate business, meeting the ethical, legal, commercial and public expectations of the society. Corporate social responsibility (CSR) is also known as corporate responsibility, corporate social citizenship, sustainable responsible business (SRB) or corporate social responsiveness.

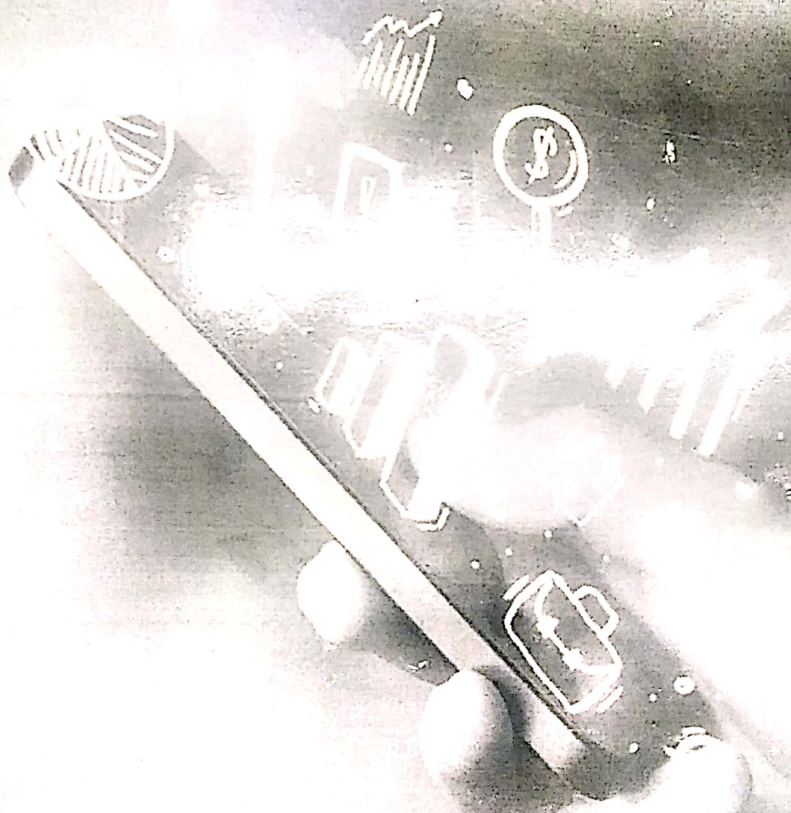
It is generally belief that both business and society gain when business is socially responsible, that is, the business organizations gain enhanced reputation, customer loyalty, etc when the society gains from the social projects executed by the business. One of the primary social responsibility of business: to use its resources and energy in a socially responsible manner as long as it stays within the rules of the game and engages in an ethical manner, free from fraud.

India is the first country that has made mandatory to spend 2 percent of the average net worth of the preceding financial years. The provisions of CSR under section 135 of the Companies Act, 2013 apply to all companies which satisfies any of one condition given below :

- Companies having net worth of 500 crores or more or
- Turnover of 1000 crores or more or
- Net profit of 5 crores or more.

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Predicting Intention to Adopt Mobile Shopping: An Integrated Model of Technology acceptance and Flow Theory

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Abstract

This study integrates two distinct theories for investing the intention to adopt mobile shopping among Indian consumers. On the basis, of existing literature a conceptual model has been proposed, which will explain the integrated effect of flow and TAM theory in the adoption of mobile shopping. The study also aims to check the impact of flow and its dimension (Telepresence) on attitude and intentions on mobile shopping experience. Based on existing literature, the study proposes that perceived usefulness and perceived ease of use significantly induces flow toward mobile shopping. It is also proposed that flow positively affects attitude therefore influencing purchase intentions. Research on flow experience reveals that it fully mediates the relationship between PU and attitude partially mediates the relationship between PEOU of mobile shopping and attitude in mobile shopping environment. Literature found that easy to use technology helps customers to enter into a state of flow. To study the above hypotheses structural equation model will be used. Data will be collected from 480 Indian online shoppers for testing the hypotheses. Likert scale (seven points) ranging from "very strongly agree" (VSA) to "very strongly disagree" (VSD) will be used. The questionnaire will be divided into two parts. First part will predict the perception of consumers and second part will record the demographic details of the respondents. The paper concludes with managerial implications and future research directions.

Key words: Flow Theory, Technology acceptance Model, Mobile Shopping, Intentions, Attitude

1. Introduction

Present era is witnessing the rapid growth in technology, which leads to the increasing use of mobile commerce and in its various applications such as smart travelling, mobile payment and mobile shopping (Shang & Wu, 2017). Mobile technology is influencing every aspect of new generation consumers' life, and has become an unconventional way to shop products online through smart

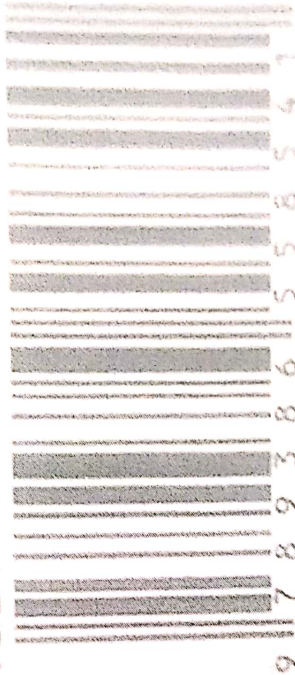
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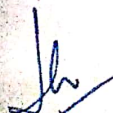
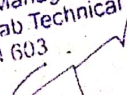
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Effective Implementation of Choice Based Credit System Benefits and Challenges

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EDUCATIONAL MANAGEMENT INFORMATION SYSTEM (EMIS): A BREAKTHROUGH IN EDUCATION

Dr. Rituoli Dutta*

Across the globe in different economies, as the education sector grows, there is an increasing realization of the need for accurate data for decision-making. In the last few years, several EMIS initiatives have been implemented to ensure accurate education data is collected, analyzed and reported to all stakeholders in a meaningful manner and within a reasonable timeframe to support decision-making. A milestone in these initiatives is the EMIS (Education management Information System).

EMIS is an integrated technology framework that offers a single centralized portal for provision of comprehensive education data to stakeholders at the click of a button and automates the entire end-to-end management of education and its related information. EMIS are basically a set of tools used to collect and analyze data on the educational system to improve planning, resource allocation, monitoring, and policy formation as well as provide relevant information for better decision-making. The primary components of an EMIS include Student Records and Information, Student Assessment, Record keeping, Teacher-related information, Integrated Curriculum Management, Integrated Financial Management, Communication system, Financial Records, Planning and Scheduling and Examination and result recording as well. EMIS systems are mostly used by large educational entities and governments of different countries to utilize publicly available data on education for improvising the educational delivery mechanism as well as provide solutions to impending problems in the educational sector in an effective manner.

The present paper aims at providing a conceptual clarity on EMIS and its components. Further, an attempt has been made to highlight importance of these systems for better educational delivery with special reference to India.

Introduction

The prerequisite for an effective education system is Information. Information about the inputs, resources, governance, operations, and outcomes of its education system is the key for Effective education policymaking in a country. The term EMIS refers to "Educational Management Information System" which is an organized group of information and documents along services that collects, stores processes analyzes and disseminates information for education planning and management. It is a system for managing a large body of education related data that can be easily retrieved, processed, analyzed, and made readily available as relevant information for its effective usage and dissemination in education policymaking. An education management

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Skill Development For Sustainable Growth

Issues and Challenges

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SKILL DEVELOPMENT FOR SUSTAINABLE GROWTH

Issues and Challenges

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THE ROLE OF GOVERNMENT IN THE SKILL DEVELOPMENT OF HUMAN RESOURCES TRAINING FOR ENHANCING EMPLOYABILITY : THE INDIAN SCENARIO

Rajpreet Kaur & Davinder Kaur

ABSTRACT

The employment scenario is changing rapidly. Only knowledge alone is not sufficient for getting employment, as skills are given more preference beginning from entry level to executive level. Skills are important for both economic and social development of a nation. Skill development is vital source for developing countries to reach at the level of developed countries. India has a large pool of youth population, which can be used as a medium to develop our nation as a leader in the world. The India government has initiated many skill development Programmes for the youth. There are many skill development centres established by the government under the "Skill India" mission on 15 July, 2015 to transform the unskilled India into Skilled human capital leader in the world. India is progressing as a skilled, experienced and efficient country in providing skilled workforce. The purpose of this paper is to focus on the various Schemes and Programmes launched by the Government of India for increase the employability of the youth through skill development.

Keywords: Skill Development, Employability, Schemes and Programmes & Human Resources Training

INTRODUCTION

Rapid technological changes and escalated competition on international level create many challenges for the nations. There is enormous need of skill-development to cope-up with this. In the developed countries, policy makers have emphasized on the importance of skill-development for enhancing the national-competitiveness in the developed world. Ashton & Green (1996) stress on high-skill development not only for the benefit of business firms in form of higher profits and for employees in form of higher wages but also helpful to the national policy makers in developing countries for boosting competitiveness on global basis.

In India there is a huge shortage of skilled workforce as compare to other developed countries. Only 2.3 percent of total workforce in India have attendant the formal training Programmes, where in countries like USA, UK and Japan this ratio is extremely higher. The literacy rate in India as per

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BRIDGING THE GAP BETWEEN ENTREPRENEURIAL NEEDS AND STUDENTS' SKILLS: INITIATIVES BY EDUCATIONAL INSTITUTIONS

New Business Avenues - Critical Analysis

Dr. Rajpreet Kaur, Harleen Kaur, Davinder Kaur
I.K. Gujral Punjab Technical University, Jalandhar, Punjab, India

INTRODUCTION

Today numerous countries are facing various economic and social issues; youth unemployment is one of the major issues among them. Youth is one of the vital segments of the population in any country. Any country having large youth population is believed to have huge potential of economic and social progress provided the youth have enough opportunities placed before them that will positively exploit their caliber. Youth unemployment is a situation when youth fails to get job even if they are competent and willing to perform work.

As per National Youth Policy 2017¹ Youth is defined as those aged between 15 to 39 years. Total of 34.8% of India's population comprises of youth, but in spite of growing youth population in developing countries like India the pace of economic development is low as the situation of youth employment is quite depressing.

India is facing such an economic and social problem of youth unemployment due to number of causes, for instance:

- (1) Inappropriate Educational System,
- (2) Limited jobs opportunities,
- (3) Inadequate growth of economic opportunities, and
- (4) Lack of job-oriented skills.

The foremost reason for the youth unemployment in India is lack of skills among youth because of the gap between job profile needs and student's potential and their skills. Even though India's economic growth is rising in 2018, with a growth rate of 7.4 per cent the rate of unemployment is still on upward trend.

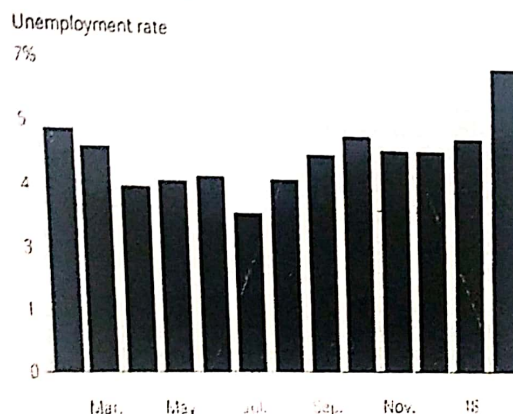


Figure 1: Growing Rate of Jobless Youngsters.

Source: Centre for Monitoring Indian Economy and the BSE/ *projected data for Feb. 2018

As per figure 1, the rate of unemployment in India which was fallen to 3.4 % in July, 2018 has risen to 7.1% thereby posing severe implications on India's social and economic growth.

One of the feasible solutions for resolving the issue of unemployment is the development of entrepreneurial skills among youth (Chigunta, 2016). Presently Governments across the globe are boosting the entrepreneurial activities to stimulate economic and employment development. (Abhyankar, 2014) examines that many efforts are made by the government in implementing new policy initiatives and programs towards the promotion of innovation for entrepreneurship development. For instance, The Government of India has undertaken several initiatives such as Start up India, Atal Innovation Mission (AIM), Pradhan Mantri

¹ Youth in India (2017). Retrieved From: http://mospi.nic.in/sites/default/files/publication_reports/Youth_in_India-2017.pdf

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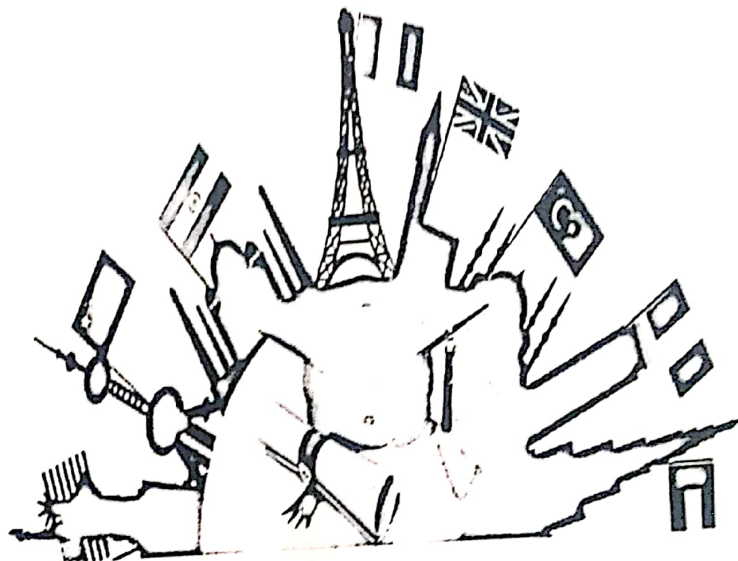
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improving the quality education with the changing global perspectives towards education and transforming reforms in the education sector. Authors discussed the roles of teachers in transforming the lives of students and shaping the minds of upcoming generations with their pedagogical and academic knowledge. We hope that all the papers will attract the attention of the readers.

Dr. Parveen Kaur Khanna Dr. Pardeep Kumar Jain

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Investigation on Students' Acceptance Towards E-Learning in Indian Higher Educational Institutions

Dr. Rajpreet Kaur* & Davinder Kaur**

ABSTRACT

Information Technology is redesigning the methods and modes of transferring knowledge in educational sector. The concept of e-learning is widely blooming in India due to escalating technology. E-learning is providing new dimensions to learners and educators as well. The motive of this study is to investigate such external factors which influence the acceptance of students towards e-learning. Technology Adoption Model (TAM) used to examine the impact of learning climate, perceived ease of use, perceived usefulness and learning satisfaction on behavioural intentions of students. The study was conducted in I.K. Gujral Punjab Technical University, Jalandhar on the students who has been admitted under the different courses. The findings claimed that students have positive behaviour in regard to e-learning.

Keywords: E-learning, Learning Climate, Learning Satisfaction, Technology Adoption Model (TAM).

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Introduction

Conventional learning exists in the teacher-controlled context, which comprises face-to-face learning. There are very less chances of versatility in the traditional learning. It provides narrow understanding of the curriculum. It leads to gap in the knowledge of learners. Conventional learning causes less effectiveness, productivity and higher cost. On the contrary, in the recent times, with the enhancement of information technology and computerization has led to changes in the learning climate [1] (Lau and Woods, 2008). The phenomenon of e-learning is growing at the speed of light on global level [2] (Liaw, 2006).

E-learning consists of wide-ranging technologies such as computer-based education, web-based schooling, networking and high-tech classrooms in form of smart classes and There are lots of educational institutions who are investing huge money for improving e-learning systems to match the various requirements of learners [3] (Urdan and Weggen, 2000). The objective of information communication technologies (ICTs) is to deliver better facilities to the learners. Growing information technology has generated the demand for use of e-learning as more productive, efficient, cost-benefited, fruitful and valuable mode of teaching [4] (Suri and Sharma, 2013). E-learning provides more suitable tools and techniques in both software and hardware.

In Indian context, it is flourishing as a new phenomenon through which learning is provided by using digital media like computers, projectors, websites, CDs and others. Apart from these digital media there are some other tools such as graphics, text, videos, 3D objects, animations and virtual objects exists to deliver e-learning. The use of ICT in learning helps both students as well as teachers as it is predicted to be more valuable and informative tool compared to traditional ones.

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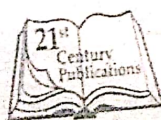
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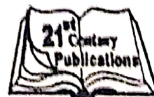
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THE RELATIONSHIP BETWEEN HIGHER EDUCATION AND EMPLOYMENT: RESPONSIBILITY OF HIGHER EDUCATIONAL INSTITUTIONS

Davinder Kaur* & Dr. Rajpreet Kaur**

In the present dynamic and complex era having only academic skills are not sufficient for the purpose of employability. There is call from the challenging economy to develop employability skills in the students during their higher education period, so that, they can get employment in such competitive working environment. The Higher Education sector is one which can help to generate skilled employees for Indian economy. There should be such curriculum for all disciplines in the educational institutes to bloom the employability skills in the students during the period of their higher education. It is the institute's central role to lead students in this transformation, a process that shapes students into intentional, critical, and engaged individuals. This paper will address one aspect of the 'New Realities' of higher education: the employment higher education interface. It explores the development of the 'employability' agenda in higher education, examines and assesses what attributes graduates will need in the next decade. Flexible colleges and universities need versatile and progressively empowered employees; that in turn calls for transformative and empowering learning. This paper will also focus on the necessity of employability skills development in students during higher education and the role of higher educational institutions in building employability skills in students along with factors that contributes to the employability skills.

Introduction

Higher education sector plays key role in transforming economies by providing capable, innovative and talented intellectual capital. Wickramasinghe and Perera (2010) explained that the growth and development of an economy and society is pillared by the employability skills. Employability skills generation in graduates is the important particle for education debate and discussion. There are numerous factors that redesign education system over a period of time including rise in competition, complex economies (NA, 2007), globalization and privatization of education system (Adelman, 2009) and rapid technological transitions (National Academies of Sciences (NA), 2010).

The census survey reports 2011 proved that India is the youngest economy in the world with more than 65 percent population of below the age of 45 years. Indian literacy rate is 75 percent as per 2016 (Indian Brand Equity Foundation) which is higher in comparison with the

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GLOBALIZING BRAND INDIA

Opportunities and Challenges

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MEDIATING ROLE OF CONSUMPTION EMOTIONS ON THE RELATIONSHIP BETWEEN IMAGE CONGRUENCE AND CUSTOMER SATISFACTION A CONCEPTUAL FRAMEWORK

Kuljit Kaur and Harmeen Soch

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ABSTRACT

Purpose: The objective of this paper is to develop a conceptual model on the basis of literature review, which studies the relationships among consumption emotions, image congruence, customer satisfaction and behavioral intention. The study also proposes a conceptual model to understand the role of face consciousness in shaping consumer behavior in Asian markets.

Design/methodological/approach: The paper reviews literature from which propositions are derived and a conceptual model is proposed to analyze how consumption emotions, image congruence, customer satisfaction and face consciousness influence consumer behavior while making a purchase decision.

Findings: On the basis of theoretical evidences, the study proposes that image congruence and consumption emotions significantly influence customer satisfaction. And also, consumption emotions mediate the influence of image congruence on customer satisfaction. Further the paper proposes that face consciousness moderates the effect of image congruence on behavioral intention. For the consumers who are more face conscious, social and ideal social image congruence will have strong effect on behavioral intention as compared to low face conscious people and vice-versa. Asian consumers are very conscious about their face and therefore, while making purchase decisions they give more importance to their social image.

Research limitations/implications: The study also discusses some important academic and managerial implications as well as few limitations of current work. Since, Asian consumers are more concerned about their social image and face, therefore they prefer to buy products with the image in congruence with their social image. The marketers should position products in such a way that can enhance consumers' face and social image in society which is a very important attribute for a collectivist economy like India.

Originality/value: No study till now has studied the mediating role of consumption emotions in the relationship between image congruence and customer satisfaction. Moreover, the moderating role of face consciousness in predicting consumer behavior has also yet not been examined. This paper proposes a model that collectively studies how image congruence influences behavioral intention, customer satisfaction and consumption emotions in Asian markets.

Keywords: Image Congruence, Consumption Emotions, Customer Satisfaction, Face Consciousness, Behavioral Intention.

Paper type: Conceptual Paper

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INTRODUCTION

Consumers experience positive or negative feelings after the consumption of products/service which are termed as consumption emotions. Havlena and Holbrook (1986) explained it as the response of emotion elicited during the consumption of products or services. Similarly, Mano and Oliver (1993) posit in one of their study that consumers experience consumption emotions after consuming products/services and before the judgment of satisfaction. These findings are also supported by many earlier researches (Westbrook, 1987; Oliver, 1993; Dube and Menon, 2000; Martin et al., 2008) as consumption emotions arise right before the judgment of satisfaction, therefore consumption emotions are significant determinant of customer satisfaction. This link holds true for various products and services like cable television service, mountain climbing, hotel services and automobile as suggested by researchers (Westbrook, 1987; Faullant et al., 2011; Jani and Han, 2013). Further, Dube and Menon (2000) reveals that positive and negative emotions influence satisfaction positively and negatively i.e. positive emotions increase the satisfaction and negative emotions decrease the satisfaction. Consumers feel more satisfied, if they experience positive consumption emotions after the consumption of products/services. There is a vast literature which supports that positive and negative emotions experienced by consumer during service encounter significantly determine satisfaction (Oliver, 1993; Richins, 1997; Barsky and Nash, 2002). These consumption emotions are formed on the basis of product or service performance (Oliver, 1993; Phillips and Baumgartner, 2002). Consumers experience positive consumption emotions, if performance of products/services is good and if performance is poor then they experience negative consumption emotions (Han and Back, 2008).

Along with the product performance, the fit between consumers' self-image and product image also builds positive or negative consumption emotions in consumer (Han and Back, 2008). This match or mismatch between the self-image and product/service image is called image congruence (Sirgy et al., 2000). Self-image is categorized as actual self-image, ideal self-image, social self-image and ideal social self-image (Mehta 1999; Schiffman and Kanuk, 2000). Actual self-image represents how a person in actual sees himself whereas; social self-image indicates how a person feels others see him (Han and Back, 2008; Kang et al., 2012). Ideal self-image refers to how a person wants to see him and ideal social self-image refers to how a person wants others to see him (Back, 2005; Kang et al., 2012). In 2008, Han and Back conducted a study to examine how social and ideal social image congruence influence positive and negative consumption emotions. The authors found that ideal social image congruence positively influences positive consumption emotions and negatively influences negative consumption emotions. It indicates that if the congruence between product image and consumer ideal social self-image is high, then consumers will experience positive emotions during consumption of products/services. On the other hand if consumers feel that the product image does not match with what they want to be perceived by others then, consumers experience negative consumption emotions. The literature review reveals that the impact of actual and ideal image congruence on consumption emotions has not been investigated. Therefore, the present study along with social and ideal social image, also proposes the influence of actual and ideal image congruence on consumption emotions.

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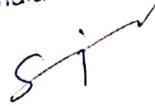
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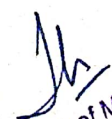
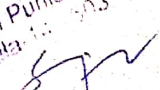
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Understanding Antecedents of Customer Engagement Behaviour and Its Relationship with Marketing Metrics

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Understanding Antecedents of Customer Engagement Behaviour and Its Relationship with Marketing Metrics

Introduction:

In the marketing literature, customer engagement (CE) is considered to be an important concept defined with a strong behavioural focus (So, King, Sparks and Wang, 2014). Engaged customers play a vital role in the development of a new product/service (Hoyer et al. 2010), superior competitive advantage (Van Doorn et al. 2010), and profitability (Brodie et al. 2011). Customer engagement is specified as a key research priority by the Marketing Science Institute for the period 2010-2012. Van Doorn et al. (2010) defined "customer engagement behaviour (CEB) as a customer's behavioural manifestations that have a brand or firm focus, beyond purchase resulting from the motivational drivers". Thus CEB is studied on behavioural aspects in a customer-to-firm relationship. CEBs encompass value co-creation, which involves customer participation in the creation of the core offering such as making suggestions to improve the consumption experience, helping and coaching service providers, and helping other customers to consume better (Kumar et al. 2010), cognitive, behavioural and attitudinal consequences for the customers who are engaging in them (Doorn et al. 2010). Kumar et al. (2010) states that highly engaged customer is more valuable for the company and provides improved profitability.

The present study proposes that CEB have positive relationship with customer influence value (CIV) and customer knowledge value (CKV) which have a direct impact on the firm's value. Through extensive literature review and primary qualitative research a model has been conceptualized examining antecedents of customer engagement behaviour and its relationship

MODERATING ROLE OF ENGAGEMENT ON THE RELATIONSHIP BETWEEN NEGATIVELY-VALENCED WORD-OF-MOUTH AND LOYALTY

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Priyanka Kaushik, I K Gujral Punjab Technical University

ABSTRACT

In the past few years, a significant academic interest has developed in business relationships with the notion of 'engagement'. Engagement is defined as either a state of mind or an activity beyond purchase. Highly engaged customers likely to pass more word-of-mouth and develop more favourable attitudes toward a product, company or brand and feel more loyal to the entity. Word-of-mouth is characterized through valence which depicts positive or negative emotions of a customer. Thus, negatively-valenced word-of-mouth is an individual negative experiences and opinions about goods / services / brand / organization formed after the consumption. Loyalty is conceptualized through repatronage intentions (desire to purchase again) and switching behaviour (customer switching towards other product / service / brand). Despite this interest, research on moderating role of engagement on negatively-valenced word-of-mouth (WOM) and loyalty has been limited. This study proposes a conceptual model which investigates how engagement moderates the relationship between negatively-valenced word-of-mouth (WOM) and loyalty. On the basis of the evidence from the existing literature, we hypothesize that there is a significant impact of negative word-of-mouth on loyalty. The authors conclude that customer loyalty is affected by engagement of customers and which may lead to disengagement with the particular brand / service / organization. This study makes both academic and practitioner contributions and concludes by drawing implications, presenting limitations and offering directions for future research.

JEL: M3

KEYWORDS: Customer Engagement (CE), Repatronage Intention, Switching Behaviour, Word-Of-Mouth (WOM)

INTRODUCTION

In the marketing literature, customer engagement (CE) is considered to be an important concept defined with a strong behavioural focus (So, King, Sparks and Wang 2014). Marketing Science Institute's 2010-2012, Research Priorities, identifies the "customer engagement" as a key research priority area of "Understanding Customer Experience and Behaviour" which contributes to enhanced academic insight into consumer behaviour in complex, interactive and/or co-creative environments. Kumar et al. (2010) defined CE as "an active interactions of a customer with firm, with prospects and with other customers, whether they are transactional or non-transactional in nature". Customer involvement and customer participation are the two dimensions which are integral and different to CE and also precedes it (Vivek, Beatty and Morgan, 2012). Customer involvement explains the degree to which consumers perceive the relevance of the object based on their inherent needs and values and interests (Zaichkowsky 1985), whereas customer participation entails the degree to which the customer is involved in the production and delivery of a firm's services (Dabholkar, 1990). Moreover, customer engagement (CE) is classified on the basis of interaction with offerings versus activities and initiation by customer versus provider. Where, offering (brand or product) drives the customer to engage in an activity or interaction while activity drives the customer to the product or brand. Other than company advertising, existing and potential customers interactions among themselves strongly influences the consumption decisions (Vivek, Beatty and Morgan, 2012). Over the past

few decades, the research has acknowledged the influence and importance of word-of-mouth (WOM) on consumer behaviour (Wirtz and Chew, 2002).

East et al. (2007) describe word-of-mouth as an advice from other consumers. Bijmolt et al. (2010) propound that word-of-mouth communication has a positive impact on the firm's revenues, thereby suggesting that firms should target customers with high propensity to word-of-mouth. However, next to sharing of positive experiences and distribution of recommendations for particular products, more consumers use the online medium to spread unfavourable experiences i.e. negative word-of-mouth (Verhagen, Nauta & Feldberg 2013). Thus, negative word-of-mouth hampers the purchase behaviour of customers and affects the revenue of firms (Liu, 2006; Reichheld, Markey & Hopton, 2000). Van Doorn et al. (2010) suggest that if delightful experiences are provided to the customers, they are motivated to set up a brand community and even engage in positive word-of-mouth, hence satisfied consumers would generate positive word-of-mouth (WOM) (Bitner, 1990; Engel, Keigerris & Blackwell, 1969; Holmes & Lett, 1977), whereas dissatisfied consumers would generate negative word-of-mouth (WOM) (Richins, 1983). Hence, the development of word-of-mouth (WOM) and loyalty are the two main objectives of the marketing practitioners due to increased competitiveness in service sector. As customer loyalty favours greater purchase intention (Flavian et al. 2006); it is further conceptualised as behavioural and attitudinal loyalty in the previous studies. Consumer who shops at the same place regularly are "behaviourally loyal" (Bowen and Chen 2001), while attitudinal loyalty reflects the consumer's psychological disposition towards the brand (Evanchitzky et al. 2006). Repatronage intentions depict the consumer's desire to make repeat purchases whereas customer switching behaviour leads to abandonment of brand / company because of negative experience (Blodgett, Granbois & Walters 1994).

Calder, Malthouse and Maslowska (2016) viewed engagement as a dynamic process created by individual experiences which can manifest themselves in behavioural expressions. Those behavioural expressions affect experiences which in turn lead to more behavioural expressions such as purchases, loyalty and consumption. Oliver (1999) proposed that consumers process information to form beliefs, and use those beliefs to form attitudes and then make behavioural decisions based on relative attitude strength. Hence, favourable attitude is developed by an individual toward a product / service / company / brand he or she associates with the engagement, and consequently, feel more loyal to the entity (Vivek, Beatty and Morgan, 2012). Therefore, word-of-mouth and customer loyalty are related to each other. On critically examining the literature, researchers found that negatively valenced word-of-mouth and its impact on loyalty remain unexplored along with the moderating effect of engagement on this relationship. Hence, the present study develops an integrative framework into this overlooked context.

LITERATURE REVIEW

Customer Engagement

Vivek, Beatty and Morgan (2012) explains CE as "the intensity of an individual's participation in and connection with an organization's offerings or organizational activities, which either customer or the organization initiates". Highly engaged customers are more likely to pass positive word-of-mouth and act as an advocate for brand and also develop more favourable attitudes toward a product, company or brand they associate with, and feel more loyal to the entity. Hence, consumers frequently engage both in positive WOM (East, Hammond and Wright 2007) and negative WOM (Donavan, Mowen and Chakraborty 1999); customers evaluate the brand on the basis of their experience or interaction with the brand / event / situation and associate the negative information with the brand as well (Laczniak, Decarlo and Ramaswami, 2001). However, De Angelis et al. (2012) critically investigates the factors that highlight in which situations / events consumers might share more positive or more negative WOM. Moreover, customer involvement and customer participation has a direct effect on loyalty as customers are more involved with a focal brand and

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Information and Communication Technology : A Change Agent For Education

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Abstract

Indian economy as of today is on the verge of a major transformation, driven by digitalisation. Undoubtedly digitalization is the first step towards ramping India into a knowledge backed, digitally empowered, progressive economy. Digitalization has penetrated all across different sectors of India – banking, agriculture, government services, healthcare, e-commerce, education and several others to deliver customized services and the Indian education sector is no exception to digitalisation of education by integrating ICT into teaching is the need of the hour. Information and Communication Technology (ICT) is a potential force in driving economic, social, political and educational reforms.. Emerging technologies like internet, smart boards, internet, video conferencing, virtual classrooms, multimedia presentations, tele-computing projects, online discussions, e-learning have the potential to transform the teaching community into a knowledge society through etc. The present paper highlights the role of ICT as a change agent, in improving teaching quality and enhancing student learning. It also present the various ICT tools and techniques being used in Indian education sector. It further explores the barriers to adoption of ICT in education,

Keywords : ICT, Education, Teaching Quality, Barriers.

Introduction to ICT (INFORMATION AND COMMUNICATION TECHNOLOGY)

ICT stands for INFORMATION AND COMMUNICATION TECHNOLOGY. ICT includes any communication device or technology. It includes radio, television, cellular phone, computer and network hardware and software, satellite systems, as well as the various services and applications associated with them (Ministry of Education, 2010). In current times, one of the greatest challenges that developing countries face is preparing their citizens and governments for information and

communication revolution. ICT is technology that supports activities involving information. Such activities includes gathering, processing, storing and presenting data and also involves the activities related to collaboration and communication. Hence IT has become ICT: Information and Communication Technology. A good way to think about ICT is to consider all the uses of digital technology that already exist to help individuals, businesses and organisations use information. ICT covers any product that will store, retrieve, manipulate, transmit or receive information electronically in a digital form. For example, personal computers, digital television, email, robots.

ICT refers to technologies that provide access to information through telecommunications. It is similar to Information Technology (IT), but focuses primarily on communication technologies. This includes the Internet, wireless networks, cell phones, and other communication mediums.

According to European Commission, the importance of ICTs lies in technology itself than its ability to create greater access to education and communication in underserved populations.

II. ICT in Education

Information and Communication Technologies (ICTs) play an increasingly important role in the way we communicate, learn and live. In a very short span of time Information and Communication Technology have become one of the basic building blocks of modern society. Many countries are now understanding ICT and mastering the basic skills and concepts of ICT as part of the core of education, alongside reading and writing. Generally there appears to be a misconception about ICTs is that it refers to 'teaching and computing related activities'. This is not the case, although computers and information management systems play a significant role in ICT. ICT is not just about computers and / or systems

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MODERATING ROLE OF INCENTIVES ON THE RELATIONSHIP BETWEEN CUSTOMER CHARACTERISTICS AND CUSTOMER ENGAGEMENT BEHAVIOUR

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ABSTRACT

In the past decade, a significant practitioner interest has developed in business relationships with the notion of "engagement". Customer engagement behaviour (CEB) is a significant variable that has direct bearing on valuation of customers, marketing metrics and firm's value. The present study examines the impact of customer characteristics, namely, customer identity, perceived costs and perceived benefits on the CEB. We conceptualize the CEB through employee interactions, value co-creation and word-of-mouth. It is proposed that the various customer characteristics such as perceived costs and perceived benefits have a significant impact on the customer engagement behaviour. This relationship is influenced by the incentives that are provided to the customers for enhancing the existing customer base. Thus, highly engaged customers tend to be more loyal and can be retained. This implies that incentivising the customers in a right manner would lead to a profitable customer base. Thus, we also hypothesize that incentives will moderate the relationship between these customer characteristics and CEB. The present study will be a unique contribution both for retailers as well as academicians since it would help in developing a better and deeper understanding of the phenomenon of CEB and how we can help in engaging customers for better profitability by providing them with incentives.

Keywords: Customer Engagement Behaviour (CEB), Customer Characteristics, Incentives, Firm's Profitability

1. INTRODUCTION

In the past decade, a significant practitioner interest has developed in business relationships with the notion of "engagement" (Harvey 2005; Saks 2006; Haven 2007). Engaged customers play a vital role in the development of a new product/service (Hoÿer et al. 2010; Kotliandaraman and Wilson 2001; Nambisan and Nambisan 2008), superior competitive advantage (Sedley 2008 & Brodie, et al. 2010), and profitability (Voyles 2007, Brodie, et al. 2010).

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Prior to 2005, the terms "consumer engagement", "customer engagement" and/or "brand engagement" were used to a little extent. But in the present scenario the terms like customer engagement (Patterson et al. 2006), online brand engagement (Mollen and Wilson, 2010), customer engagement process (Bowden 2009), customer engagement behaviour (van Doorn et al., 2010, Kumar et al. 2010; Brodie et al. 2013; Wei et al. 2013) and customer brand engagement (Hollebeek, 2011) are being used noticeably in the organizations and their impact on firms performance outcomes is duly considered.

Patterson et al. (2006), define customer engagement as "the level of customer's physical, cognitive, and emotional presence in their relationship with a service organization". "Customer engagement behaviour (CEB) is defined as a customer's behavioural manifestations that have a brand or firm focus, beyond purchase resulting from the motivational drivers" (van Doorn et al. 2010). Thus CEB is studied on behavioural aspects in a customer-to-firm relationship. These elements comprise of cognitive and affective components which include the experiences and feelings of customers, and the behavioural and social elements that capture the participation by current and potential customers and this is examined both within and outside of the exchange situations (Vivek, Beatty and Morgan 2010). CEBs encompass value co-creation, which involves customer participation in the creation of the core offering (Lusch & Vargo 2006). Customer participation, is conceptualized as the extent to which the customer is involved in the production or delivery of the service (Dabholkar 1990; Vivek, Beatty and Morgan 2010). Vivek, Beatty and Morgan 2010 postulate that there is a positive association between the level of participation of an individual and the intensity of his/her engagement. Joshi and Sharma (2004) proposed that customers can help the firm to enhance its value by participating in the knowledge development process. There are two dimensions of customer participation—customer participation as an information resource and customer participation as a co-developer (Fang 2008). Firm outcomes like efficiency, revenues and profits are directly influenced by customer participation (e.g. service usage, repeat purchase behaviour and word-of-mouth).

Doorn et al. (2010) proposed 5 dimensions of CEBs: valence; form of modality; scope; nature of its impact and customer goals to understand the nature of customer engagement. These dimensions represent the ways in which the consumers may choose to engage. CEBs have cognitive, behavioural and attitudinal consequences for the customers who are engaging in them (Oliver 1999; Doorn et al. 2010). Kumar et al. (2010) states that highly engaged customer is more valuable for the company and provides improved profitability. However, interactions between frontline employees and customers influence the overall perception of service quality and leads to customer satisfaction (Gounaris 2008).

The successful CEB efforts will result in engaging customers more frequently and more intensively. Borle et al. (2007) also shows that customers can be engaged more deeply with the firm by mere act of filling out a customer satisfaction survey and would positively affect their customer equity.

It is shown in the past literature that the various activities involved in engaging customers such as feedback and information services, has a strong influence on reputation (Fombrun and Shanley 1990) and customer retention (van Wangenheim & Bayon 2007). Highly engaged customers are a critical source of knowledge and help firms in a wide range of activities to enhance customer satisfaction and retention (Birkinshaw, Besant & Delbridge 2008; Schau, Muniz and Arnould 2009; Doorn et al. 2010).

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Integrating Four Ts for Effective Management of Talented Employees

A Conceptual Framework

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Abstract

In the present global era, availability of talented employees is not limited. The real challenge in front of business houses is to identify and manage them well. Many researchers concluded that the most valuable asset of any organization is its talent workers. Undoubtedly talented employees are the key to gain competitive advantage but only if they are managed efficiently. Employees can give their phenomenal performance having being managed properly. After identifying the importance of talented employees, it is very important for human resource managers to develop a deep understanding of their needs and expectations and endeavor to retain them for a longer period. The present study is based on a thorough literature review conducted by studying research articles published in journals of high repute. This paper attempts to focus on the problems and prospects in managing talented employees as well as retaining them in the organization. For this purpose, the study has suggested a 4T integrated approach for managing talented workers in the organizations effectively. These four Ts include talent engagement, talent promotion, talent management and talent retention. All these aspects are interrelated to each other and have a common objective to give priority to the core talent of the organizations because only talented employees have the potential to respond to any internal as well as external change derived by knowledge and technology. This particular approach tries to catch attraction towards motivating, retaining and utilizing the talents in the organization for value addition through four Ts of Talent Management namely: Talent engagement, Talent promotion, Talent management, and Talent retention.

Keywords: Talent, talent retention, talent engagement, talent promotion, talent management.

Introduction

Talented employees are considered as the intrinsic gift for the organization. Talent can be defined as a sum total of the person's ability for the tremendous growth of the organization in terms of their skills, knowledge, experience, intelligence, judgment and attitude. Talented employees are cerebral for the organization, so management of talented employees is one of the major responsibility of every organization. They demonstrate exceptional ability and achievement over a range of activities and

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as well as quantitative technique that It can be concluded from the recommendations and findings of the above research that the input for retention factors are best salary packages in industry, potential development with desired KSA, higher motivation level, training and development, satisfaction of employees, retirement benefits, fair performance appraisal system, trust and integrity, personal relationship with supervisor. They suggested that talent management practices play an integral role in keeping the talent intact with the organization along with all other HR practices. The force of talent management strategies has notable possessions on output, efficiency and productivity of both organization and employees.

Morton [2005] said that talent management is a fundamental key to engaging employees in the organization. Effectual talent management helps organizations to achieve the objective of retaining talented employees. He realized that there are various issues on which organization has to keep their focus e.g. attracting and retaining new talent, the level of job satisfaction, salary, organizational climate, job stress, facilities provided, work-life balance, management attitude tinted by employers from different managers reasoning in different public and private sector organizations.

Dr. Muhammad Aslam Khan et.al have recognized schematized talent management as a core business issue. They studied various factors that affect talent management. They revealed that talent management helps the organization to keep their talented employees engaged to increase productivity as various research proved that employee engagement enhances loyalty and productivity of organizations. Management at all level must be reorganized with the energy of talent management practices this helps an organization to recognize and keep the spotlight on the new competitive state of affairs. They recognized the importance of accompanying pay with social recognition or adding value by providing timely feedback, training if required, boosting their morale, motivate them. Leaving of employees from the organization within a short span of time was found surely challenging for organizations. Implementing talent management strategies for sorting out turnover problem have many supplies. The manager should work upon the solution for the main reason for this turnover and realizing the value of running their core talent, and have implemented practices which encourage the talent management as the main concern. Researchers highlighted the consequences of talent management and suggested various strategies to ensure the retention of key talent, employee engagement and value addition.

Deepti Sinha et.al [2008] have made research on talent retention in academics area and found out that teachers are the mediator of the institute for students and if they are changed in every semester then it reflect a negative image of the organization and create big empty space in the mind of the students. Teaching profession is the most important professionals its social value in causative towards the betterment of society is large so retaining best professional with a high quality by ensuring good environmental condition for growth making them fully effective is need of an hour, especially for management institutes.

R. V. Dhanalakshmi et.al [2014] in their study "Talent management as a strategy to influence employee engagement and its effect on the organizational outcome" found out that there is a strong correlation of talented employees performance with talent management practices considering various organizational variables like turnover, satisfaction, individual employee performance and value of the organization and employee engagement is one of the most important outcome of talent management practices for higher employee amount produced and customer engagement levels, as well as revenue growth.

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Commemorating 125th Birth Anniversary of BHARAT RATNA DR. B.R. AMBEDKAR

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GAAR Taxation Reform: A Step towards Ambedkar's Approach to Taxation

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ABSTRACT

India today has emerged as one the fastest growing robust economy in the global markets. However, there is still a dire need to remove numerous impediments before it is rated as a bigger superpower. One of these obstacles is the multiple deficiencies in the existing Indian taxation system. In today's time, Dr. Babasaheb Ambedkar's economic philosophy focusing on the golden path of socio economic development and his ideology of a superior reliable tax system which is equitable as well as elastic needs to be reconsidered. Dr Ambedkar emphasized the necessity of changing the attitude towards the taxes and rectification of the inequities in the general system of taxation. A few initiatives in taxation reforms, like the progressing implementation of the much awaited comprehensive GST, which ends the cumbersome regime of multiple taxes on goods and services and brings them under one rate is indeed laudable. Likewise, the GAAR legislation if applied effectively in India, would undoubtedly be a another major path breaking taxation reform. It would definitely emerge as a key milestone in the Indian taxation regime since its inception.

Under GAAR, any transaction that carries a tax benefit could be questioned and the taxman may potentially want to know whether the transaction was done in the normal course of business or conducted simply with an intention to avoid taxes. Considering the inherent subjectivity in GAAR coupled with the fact that the taxpayer has to disclose the details of proving that the transaction was not entered into with a view to obtain tax benefits, the action of the Government in constituting a Committee and adopting a consultative approach in implementation of GAAR is a step in the right direction. The result and an balancing between attracting the foreign investors as well as protecting the tax base from tax avoidance and tax evasion. For successful execution of GAAR, the need is to implement the recommendations of the committee objectively and with transparency, so that it not only helps to scrutinise tax transactions which are structured solely to avoid taxes but also boost the confidence of the foreign investors and the India Inc. at large.

The paper at hand discusses the role of taxation in developing country like India based on Dr. Ambedkar's ideology and highlights his approach to a superior taxation system. It further deliberates on the pertinent issue of GAAR, its implementation and the controversy surrounding it in detail. The recommendations of the Shome Committee on GAAR and the current status of GAAR are also presented in detail.

Keywords: GAAR, Taxation Reform, Shome Committee, India

ROLE OF TAXATION IN DEVELOPING COUNTRY LIKE INDIA: DR. AMBEDKAR'S IDEOLOGY

According to Dr. Baba Sahab Ambedkar, the socio-economic development of any economy depends largely upon the availability of adequate finances and its effective utilization. Likewise in India also, Indian taxation system was developed and assigned the central task of collecting sufficient revenue to finance the nation's economic development program. This was implemented in spite of the low ability to pay taxes of the general public, due to meagre levels of income and consumption. The real spirit behind the revenue function of Indian taxation policy in the early stages of development was to reduce the existing level of consumption, particularly of affluent sections of society, and build up the savings for public investment.

The strategy was to channelize an increasing proportion of incremental income into building of development infrastructure and taxation was the main fiscal weapon available to the government for this purpose. Taxing at progressive rates partly as revenue and partly as a social measure, the government attempted to make both direct and indirect tax rates progressive. However, it is to be noted that the merit of progressiveness has been lost while implementing it in India.

Dr. Baba Sahab Ambedkar stressed upon the necessity of changing the attitude towards the taxes. Consequently, he suggested taking immediate efforts to rectify the inequities in the existing system of taxation.

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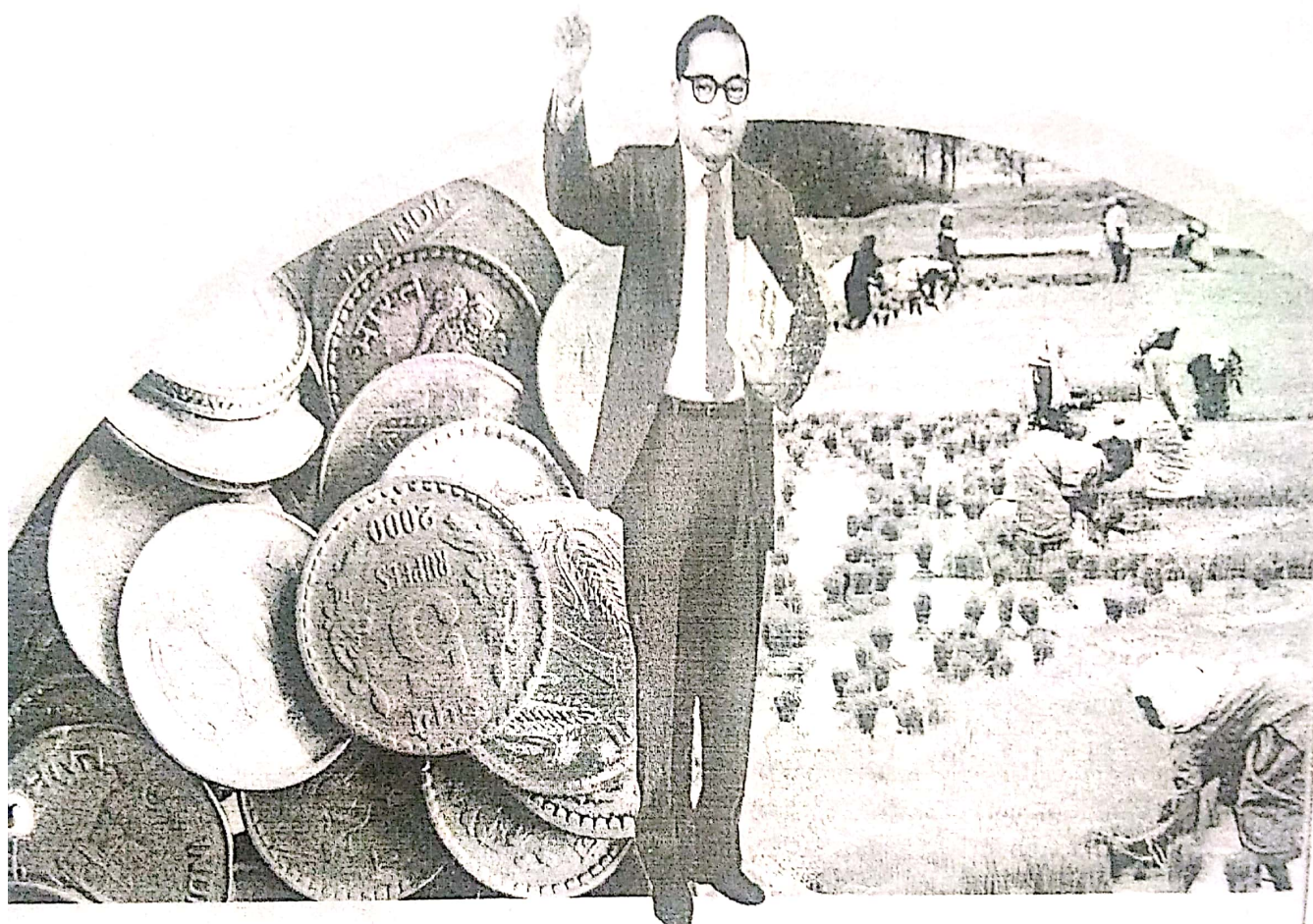
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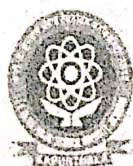
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Upliftment of Indian Women from Slavery: An Analysis of Dr. Ambedkar's Contribution for Women's Rights

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ABSTRACT

B.R. Ambedkar is one of the greatest personalities of 20th century in India. His life was a great saga of suffering, sacrifice and struggle. Dr. Ambedkar-the determined fighter and a deep scholar has made significant efforts to lead the society on the path of Liberty, Equality and Fraternity. He was first Indian to break down the barriers in the way of advancement of women in India. He laid down the foundation of concrete and sincere efforts by codifying the common Civil Code for Hindus and other sections of the Indian society. In view of the pathetic condition of Indian women, many social reformers tried their best to elevate women's condition in the society. Dr. B.R. Ambedkar was one of them. He has done a pioneering work to improve the status of women in Indian society. He was a great thinker of woman and their rights. Being a pioneer of social justice, he always worked for the woman emancipation. His principle aim was to build up a society based on social justice. To secure and fulfill his dreams he thought everybody should be equal irrespective of caste, creed, gender and religion. For that reason he started work for the upliftment of woman and their rights. Dr. B.R. Ambedkar was a torch light bearer in the direction of social uplift of women. He strongly advocated for family planning measures for women in Bombay Legislative Assembly. Dr. Babasaheb spent his life for the betterment of women even involved in bad practices and professions like prostitution. Dr. Ambedkar created awareness among poor, illiterate women and inspired them to fight against the unjust and social practices like child marriages and devdasi system. Dr. Ambedkar tried an adequate inclusion of women's right in the political vocabulary and constitution of India. He insisted on parliamentary members to help to pass the bill in parliament. Eventually, he resigned for the same. Thus his deep concern and feelings for all round development of women is expressed from his each sentence and word. In this context, the present paper endeavors to seek the contribution of Dr. B.R. Ambedkar and tries to narrate the women's rights and upliftment of women. The endeavor was also given to highlight the relevance of Dr. Ambedkar at present day India. The present paper is an attempt to highlight Dr. Ambedkar's view on women problems.

Keywords: Women Empowerment, Perfect Equality, India, Women Justice, Social Reform, Dr. Ambedkar, Woman Rights, Social Justice, Hindu Code Bill, Women Upliftment

"I measure the progress of a community by the degree of progress which women have achieved"

—Dr. B.R. Ambedkar

INTRODUCTION

Dr. B.R. Ambedkar, was a guided light, torch bearer in the direction of social uplift of women from slavery especially Hindu women in particular. After understanding the actual condition of women, Babasaheb made significant efforts for the community in society. As per Dr. B.R. Ambedkar, the Hindu women are coupled up with bandage of superstitions which they can till their death. Even, the discriminatory behaviour against women was occurred during that time. She has been used just like a machine for procreation. It has also been mentioned in Hindu Shastras that women is the bond slave of her father when she is young to her husband when she is middle aged and to her son when she is mother (D.C. Ahir, 1990).

CONCEPTUAL FRAMEWORK

The term community justice is a multi-dimensional concept. It has been viewed by various scholars of law, philosophy and political science differently. In fact, the exact meaning of social justice is as "the right of the weak, aged, destitute, poor, women, children and other disadvantaged persons". According to Babasaheb, the meaning of the term "social justice" is based upon parity, freedom and sorority of all human beings. The main motive of Dr. B.R. Ambedkar was to remove all kinds of inequalities based upon Caste, Race, Sex, Power, Position, and Wealth. It brings equivalent allocation of the social, political and economical wealth of the community.

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Dr. Sanjeev K Bansal	Emerging Trends in Commerce and Management (2020)	Transfer Pricing and Pharmaceutical Industry in India: A Perspective				2020	978-81-948872-3-2	Department of Management, I.K Gujral Punjab Technical University, Main Campus, Kapurthala	National Press Associates
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Harmeen Soch	Digitalizing India An Endeavour to Empower and Transform Business/				National	2018	978-93-86558-54-1	I. K. Gujral Punjab Technical University	Mohindra publishing house

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	Predicting Intention to Adopt Mobile Shopping: An Integrated Model of Technology Acceptance and Flow Theory								
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Dr. Rajpreet Kaur	New Business Avenues-Critical Analysis	Bridging the gap between Entrepreneurial needs and Students' Skills: Initiatives by Educational Institutions	International Conference on Futuristic Approaches Towards Employability & Entrepreneurship and Industrial Summit	International Conference on Futuristic Approaches Towards Employability & Entrepreneurship and Industrial Summit	International	2018	978-93-85835-61-2	IKGPTU, Jalandhar	National Press Associates, New Delhi
Dr. Rajpreet Kaur	Effective Implementation of Choice Based Credit System: Benefits and Challenges	The Relationship Between Higher Education and Employment: Responsibilities of Higher Educational Institutions	National Seminar on Effective Implementation of choice-based Credit system: Benefits & Challenges	National Seminar on Effective Implementation of choice-based Credit system: Benefits & Challenges	National	2018	978-93-86713-87-2	IKGPTU, Jalandhar	Twenty first Century Publications, Patiala
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Dr. Sanjeev K. Bansal	Effective Implementation of Choice Based Credit System	Commerce Education: Retrospect, Challenges, and Prospects				2018	978-93-86713-87-2	Department of Management, I.K Gujral Punjab Technical University, Main Campus, Kapurthala	Twentyfirst Century Publications, Patiala
Harmeem Soch	Globalizing Brand India: Opportunities and Challenges / Mediating Role of Consumption Emotions on the Relationship between Image Congruence and Customer Satisfaction: A				International	2017	9.78939E+12	I. K. Gujral Punjab Technical University	IIM Kashipur

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	Conceptual Framework								
Harmeem Soch		"Understanding Antecedents of Customer Engagement Behaviour and its Relationship with Marketing Metrics"	Reaching Consumers of Emerging Markets 2017 Annual Conference of Emerging Markets Conference Board (EMCB), IIM Lucknow	2017 Annual Conference of Emerging Markets Conference Board (EMCB), IIM Lucknow	International	2017	ISBN978-81-928560-2-5 987819285-7 9 789878 192857	I. K. Gujral Punjab Technical University	IIM LUCKNOW Noida Campus Professional Consultancy by B.T. Printer
Harmeem Soch		"Moderating Role of Engagement on the Relationship between Negatively-Balanced Word of Mouth and Loyalty"	Global Conference on Business and Finance, Conference Program organised by The Institute for Business and Finance Research	Global Conference on Business and Finance, Las Vegas	International	2017	1941-9589(Online)	I. K. Gujral Punjab Technical University	The Institute for Business and Finance Research

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Harmeen Soch		"Moderating Role of Incentives on the Relationship Between Customer Characteristics and Customer Engagement Behaviour"	2nd International Conference on Latest Innovations in Science, Engineering and Management ICLISEM-2016	2nd International Conference on Latest Innovations in Science, Engineering and Management, Goa, India	International	2016	978-93-86171-09-2	I. K. Gujral Punjab Technical University	Conference World
Dr. Pooja Mehta		Integrating Four Ts for Effective Management of Talented Employees: A	Emerging Trends in Innovation and Sustainable Business Practices	2 nd National Conference on Emerging Trends in innovations and Sustainable Business Practices organised by School of	National	2016	978-81-907999-8-0	IKGPTU	KBD Publications New Delhi

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		Conceptual Framework		Management Studies, Baddi University of Sciences and Technology, Baddi.					
Roopali Batra and Neha Kalra	Economic Development: Dr. Ambedkar’s Vision	GAAR Taxation Reform: A Step towards Ambedkar’s Approach to Taxation” in book on “Economic Development: Dr. Ambedkar’s Vision				2016	978-93-86256-08-9	IKGPTU	Excel Publishers