

LEADERSHIP STYLES AND EFFECTIVENESS OF MANAGERS IN A PUBLIC SECTOR ENTERPRISE

Leadership training has assumed lot of importance for organizations in recent times. In fact, understanding the leadership styles and leadership effectiveness of the executives has tremendous significance for many of the management development initiatives of an organization. However, desirable changes in managerial leadership styles call for proper knowledge about the dominant styles as well as effectiveness levels of the existing executives. This paper presents the results of a study undertaken to explore and understand the leadership styles and effectiveness levels of managers working in a public sector company. Using the LEAD instrument, data was collected from one hundred and forty middle level managers belonging to various departments of the company. Results indicated the managers to be having certain dominant leadership styles and limitations in respect of effectiveness. Further, younger and older managers were found to be differing in their preferred leadership styles. Implications of these and other related findings for managerial training are briefly discussed in the paper.

Dr. Shreekumar K. Nair
Professor,
National Institute of
Industrial Engineering,
Mumbai.

EFFICIENCY INDICATORS OF COMMERCIAL BANKS IN LIBERALISED ENVIRONMENT IN INDIA

Globalization and capital market growth, combined with a shift of focus from interest income to more stable fee income, are placing bank's lending and deposit businesses under increasing pressure. Banks are paying more attention to their cash trade and treasury businesses. Thus, banks are concentrating more on micro and macro factors of efficiency. Falling interest rates, a pick up in demand for loans, chiefly in retail sector and good spreads in treasury transactions caused a substantial face lift to all players in the banking sector. All top rated bank have succeeded in reducing their NPA's by around 65 percent to 100 percent. The growth in business is also an impressive 24-41 percent. But, one thing that is sending alarm signals is that stronger banks are becoming stronger and weaker ones are in the process of being wiped off.

This calls for an in depth study of efficiency in the banking sector, the factors responsible for success and failure of banks. This study would enable to identify efficiency factors affecting the banks individually as well as an industry. Prediction of the future performance of banks would be more accurate and hence reliable. This will again help in taking corrective measures and planning.

Dr. Nageshwar Rao
Vice Chancellor,
Uttar Pradesh Rajasyi Open
University, Allahabad.

Dr. Shefali Tiwari
Professor,
Shri Raojibhai Gokalbahi
Patel Gujarati Professional
Institute, Indore.

DEMOGRAPHICS AND E-LEARNING: A PERCEPTUAL STUDY

Today's environment is dynamic and to succeed organizations must transform to become more responsive, focused, flexible and resilient. Rapid and accurate acquisition of knowledge is essential for organizations to remain viable. Learning for work should be an almost lifelong endeavor, which has a significant influence on an individual and organization. As businesses now have varied locations in different time precinct and employ workers with assorted backgrounds, organizations now seek more inventive and proficient techniques to deliver training to these geographically dispersed workforces. This has fueled the concept of E-Learning. E-Learning is education created and delivered using technologies related to computers, internet and telephony, in combination or in isolation. E-Learning is a major trend and the most rapidly growing method to train people in the organizations. E-Learning permits the delivery of knowledge and information to learners at an accelerated pace, opening up new vistas of knowledge transfer. The acceptability and non-acceptability of a particular technology to a large extent depends on the perception of its users. The paper attempts to identify the difference in perception of males and females, between different age groups and studies whether age and gender interact to affect the perception of E-Learning. This paper is an attempt to understand the finer nuances of implementation of E-Learning in Indian organizations.

Dr. Saurabhi Chaturvedi
Professor,
Shri Vaishnav School of
Business Management,
Indore.

Dr. Santosh Dhar
Professor,

Institute of Management,
Nirma University,
Ahmedabad.

AN ASSESSMENT OF COMPETITIVENESS OF BRICS NATIONS WITH SPECIAL FOCUS ON INDIA

Competitiveness is an indicator of a nation's productivity and its people's standard of living. It is in this context that the Global Competitiveness Reports of the World Economic Forum serves as a useful database for the purpose of examining and understanding the competitiveness of economies on a broad set of microeconomic and macroeconomic indicators. Assuming that the competitiveness reflects the strength of microeconomic environment of any nation, it is an essential parameter for an improved macro economy. The Goldman Sachs report in 2003 and then in subsequent years focuses on the incredible growth and development of BRICs nations that seems to overwhelm the entire world by the growth prospects suggested in the report. The FDI in BRICS nations has substantially increased and several equity funds have been launched for the BRICs by global financial institutions. Therefore the aim of this paper is to assess the competitiveness of these emerging economies, with special focus on India; using the Global Competitiveness Reports and proving that India, among the BRICs nations has performed better than other nations on all the indicators of growth competitiveness.

Ms Shalini Rahul
FPM Scholar,
Management Development
Institute, Gurgaon.

Dr Manmohan Rahul
Associate Professor,
Ansal Institute of Technology,
Gurgaon.

Prof A sahay
Chairperson(Strategy),
Management Development
Institute, Gurgaon.

THE POWER OF SUN: AN EMPIRICAL STUDY ON THE RURAL CONSUMER BUYING BEHAVIOR OF SOLAR PRODUCTS IN RAJASTHAN

The sun is an inexhaustible source of energy to mankind. India is ideally located for utilization of the radiant energy of the sun. Solar energy utilization in India has been growing steadily over the last two decades. A wide variety of technologies have been developed. The efforts made for research & development, demonstration and large-

scale promotion during the eighties and nineties have resulted in perfecting many of these technologies. As a result, some of these technologies have reached maturity and a user friendly status. The technologies are suitable for decentralized applications and have no negative impact on environment. The paper comprehends the benefits of using solar products from a rural consumer's perspective. The paper tries to highlight the impact of promotional strategies adapted by various companies on the buying behavior of rural consumers. It also tries to find out the most effective promotion mix, through an empirical study.

Anagha Shukre
Assistant Professor,
Institute of Management
Studies, Ghaziabad

INCLINATION OF YOUTH TOWARDS SOCIAL NETWORKING SITES: A THREE-NATION EXPLORATION

The present paper provides an exploration of three nations comprising, India, Nepal and Maldives about inclination of youth towards social networking sites. The paper also examines the usage pattern and prevailing popular social networking sites in these nations. It also explored and identified the reasons behind users' interest to join and their expectations, features relevance and disadvantages from social networking sites.

Dr. Divya Singhal
Assistant Professor,
Goa Institute of Management
Goa.

Fathimath Shiraani
Assistant Lecturer,
Maldives College of Higher
Education,
Republic of Maldives.

Jyoti Regmi Adhikary
Assistant Professor,
Kathmandu University School
of Management, Nepal.

AN EXPLORATORY STUDY ON PERCEIVED QUALITY OF WORKING LIFE AMONG SALES PROFESSIONALS EMPLOYED IN PHARMACEUTICAL, BANKING, FINANCE AND INSURANCE COMPANIES IN MUMBAI

The highly demanding and insecure job profile of the sales executives demonstrates the dynamic constructs of their quality of working life. The purpose of the study is to

create a scale for determining employee perceptions on Quality of Working Life. The definition and description of QWL, its literature and theoretical concepts expounded by various researches were reviewed to generate a pool of items that exemplify the concept. Sixty nine such items were generated for designing the questionnaire. Data was collected using non probability convenience sampling method from 100 sales representatives of Banking, Pharmaceutical, Finance and Insurance sectors at various locations in Mumbai. Principle axis analysis with varimax rotation was carried out to identify few coherent factors. Split-half and cronbach's alpha reliability was done to establish the internal consistency of the scale. Inter-factor correlations were determined to check the independence of the five identified factors. Discriminant function analysis resulted in single function moderately discriminating the four groups on their quality of working life.

Vanmathy Anbarasan,
Research Scholar,
National Institute of Industrial
Engineering,
Mumbai.

Dr. Nikhil Mehta
Assistant Professor,
National Institute of Industrial
Engineering,
Mumbai.