

**Corporate Governance & Independent Directors: An Analysis**

It is important for the company to consider the fact that stakeholders have different interests and knowledge about the company. The agents' main channel to reach out the information to the principals is through the annual reports. It is a common knowledge that the stakeholders quality of information compared to the board and management is different. Do companies tend to keep the information to themselves, rather than being more transparent towards the shareholders? More countries are introducing a code of corporate governance and this could be a signal of its success. The issue of corporate governance has been the focus of increasing attention and debate in India over the past few years. The global governance journey has been a lengthy one—from the 1992 Cadbury Report through the 2003 Combined Code in the UK and the Sarbanes-Oxley Act in the US, initiated after the high-profile corporate scandals of Enron Corp., World Com Inc. and Tyco International, Ltd. In spite of these and many other efforts around the world, there has been strong cause for concern in India and abroad regarding the effectiveness of these initiatives. Some scholars have argued that globalization should pressure firms to adopt a common set of the most efficient corporate governance practices, while others maintain that such convergence will not occur because of a variety of forms of path-dependence. Globalization may have induced the adoption of some common corporate governance standards but that there is little evidence that these standards have been implemented.

**Key Words:** Corporate Governance, Independent Directors, Cadbury Report, SEBI, Code of Conduct, Satyam.

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**Impact of Customer Service and Value Creation on Customer Satisfaction in Modern Indian Retailing: A Clue To The Global Retailers**

Retailing in India and many other emerging countries is traditionally dominated by the small unorganized retailers and has been experiencing the surge of modern format organised retailing since last few years. In this context this research article is an attempt to see the impact of customer service and value creation on customer satisfaction through such retailing format which is a new experience for Indian consumers and hence providing a strategic hint to the global retailers. The study reveals the extent to which customer service and value creation affect customer satisfaction and how to address the underlying dimensions of both these in order to improve customer satisfaction specially with respect to marketing mix elements. A measurement scale has been defined first to measure the multidimensional constructs of customer service and value creation and

that of customer satisfaction using primary data collected through structured questionnaires. Later Multiple Regression Model is applied to explain the impact of customer service and value creation on customer satisfaction. The study provides significant direction for the existing and potential players to improve on service delivery and value creation using marketing mix elements more effectively, that seem to take care of retailer's creativity and innovation at the moment, especially in the absence of private label branding. This paper provides relevant strategic guideline to the International retailers regarding the entry formats in the Indian and other emerging markets of similar nature which are new to modern retailing.

**Key Words:** Customer Service, Value Creation, Customer Satisfaction, Multiple Regression Model, Measurement scale.

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#### **An Empirical Study On The Preference And Satisfaction For The Pre-Paid And Post-Paid Cellular Subscribers**

In rapidly changing business environments, all business areas have firm competition to put on competitive edge. The high-value, loyal, returning, satisfied, profitable customer is the key focal point for beneficial organizations throughout the world. All managers have to identify and focus on those customers, who are the most advantageous, while possibly, moving back from customers who are unbeneficial. Organization wants to influence technology to deliver better and faster than competition, at each and every touch-point. A mobile service provider wishing to maintain its subscribers needs to be familiar and predict which of the profitable subscriber may be in risk of changing services. Mobile Service Providers have conventionally focused bulk of their churn management and retention effort on postpaid segment and prepaid segment have been an afterthought from the CRM perspective, and as prepaid segment is the dominant segment and churn in this segment especially of high value customer will hurt profitability.

**Key Words:** Difference in Customers based on contract (Prepaid and Post Paid), Data Mining and Visualisation, Data Mining solution used by cellular service provider, Customer Satisfaction Indicators, Service Quality.

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## **Factors Underlying Job Enrichment Among Expatriate Employees: A Regional Perspective**

The present study has been undertaken in a regional perspective to explore the factors underlying the feeling of job enrichment among the emigrant workers in the Middle East. It is generally perceived that expatriate employees are obsessed in the job related rewards and remuneration. But the current research identifies that they are not simply looking at the reward side of employment, but concerned with self-esteem, power, responsibility, authority, autonomy and career accomplishments as well. Factor analysis identified major factors underlying job enrichment from the perspective of respondents. Twenty seven explanatory variables were developed for factor analysis, using SPSS. Principal component analysis, with varimax rotation, was the method used for data reduction.

**Key Words:** Job Enrichment, Expatriate Employees, Organizational Commitment, Job Involvement, Employee Engagement

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## **An Empirical Study of Faculty Satisfaction and Its Impact on Retention**

Faculty is the core asset for every institution and its satisfaction becomes primarily important for the sustainability and growth of the institution. In the current times when there exists opportunities galore for qualified faculty, the institutions' have to understand the importance of faculty satisfaction and also comprehend the various factors which affect satisfaction so as to ensure better performance and retention too. Four factors were identified for the study- work environment, compensation, training and development and role of HOD. It has been observed that training and development has been ranked as the major factor for the faculty intending to stay in an institution. In addition the paper attempts to understand the significance of the parameters and their relationship with each other.

**Key Words:** Faculty Satisfaction, Institutions, Performance, Retention, Training and Development.

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Working Capital Management in Marketing Co-Operatives – A Study Of Hafed  
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### **Working Capital Management In Marketing Co-Operatives – A Study Of Hafed**

Working capital management is very important for the smooth running of all types of business organizations public, private and cooperative. The Haryana State Cooperative Supply and Marketing Federation (HAFED) is playing important role in building up an integrated structure for remunerative marketing and storing of agricultural produce. The present paper attempts to analyse the various aspects of working capital management in HAFED. The study is based on secondary data covering period from 2000-01 to 2009-10. The analysis has been done on the basis of various indicators using ratios analysis, exponential growth rate, coefficient of variation, ranking, spearman's rank correlation and 't' test. The study found growth in size of gross working capital and dominance of short-term loans as a source of finance of working capital. The declining level of liquidity, use of equity as a source of finance and inefficiency in the working capital circulation are main areas of concern.

**Key Words:** Working Capital, HAFED, Finance, Liquidity, Components.

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