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CALCUTTA BUSINESS SCHOOL

(A Unit of Shikshayatan Foundation)

**PROCEEDINGS OF THE FIRST INTERNATIONAL CONFERENCE ON
STRATEGIC HR UNDER TECHNOLOGICAL INNOVATION
(SHRUTI 2022)**

In association with

**INDIAN SOCIETY FOR TRAINING & DEVELOPMENT [ISTD],
KOLKATA CHAPTER**

&

**OPERATIONAL RESEARCH SOCIETY OF INDIA [ORSI],
DURGAPUR CHAPTER**

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SHRUTI 2022

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PREFACE

Proceedings of the First International Conference on Strategic HR Under Technological Innovation (SHRUTI 2022) organized at Calcutta Business School in association with the Indian Society for Training and Development (ISTD), Kolkata chapter and Operational Research Society of India (ORSI), Durgapur chapter, held in the city of joy, Kolkata inside the beautiful campus of Calcutta Business School (CBS) on virtual mode. With the pure flame of education, a visionary industrialist and the president of the foundation, Mr. S.K. Birla established the Shikshayatan Foundation (SF) in 1920. The foundation started a residential campus for the management education from July 2008 named as Calcutta Business School over sprawling lush green campus of 15 acres situated at Bishnupur, Diamond Harbor Road, Kolkata. SF has been illuminating lives through education over the last many decades. Calcutta business School is a pioneer management school established, under the umbrella of SF. First International Conference on Strategic HR under technological innovation (SHRUTI 2022) intended to confer, share and innovation on recent developments and trends in management for research community. Experts from different parts of the globe dealing in management and businesses attended SHRUTI 2022. This conference series provided an international forum to present, discuss and exchange innovative ideas and recent developments in the field of human resources and management. SHRUTI proceedings covers the theme presented on 10 topical tracks, which are well balanced in content, manageable in terms of number of contributions, and create an adequate discussion space for trendy topics.



SHRUTI hosted contributions on Digital Platform for HRD, Technology and HR Analytics, Talent Management, Science, Wellbeing and Counselling, Designing future Work, Optimization and Artificial Intelligence, Consumer Behavior and Sustainable Development. On this occasion, 4 distinguished plenary speakers, 1 keynote speakers and 3 invited guest speakers had delivered their outstanding views and ideas in various fields of Management and HR. There were 26 oral presentations by participants which brought great opportunity to share their recent research works and shared knowledge among each other graciously. Efforts taken by the reviewers contributed to improve the quality of papers provided constructive critical comments; improvements and corrections to the authors are gratefully appreciated. We are very grateful to our senior advisor, secretary general and CEO (SF), session chairs, student volunteers and administrative assistants from CBS Family who selflessly contributed to the success of this conference. Also, we are thankful to all the authors who submitted papers, because of which the conference became a story of excellence. It was the quality of their presentations and their passion to communicate with the other participants that really made this conference series a grand success.



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PART II – INVITED TALKS

DR. S.P. MUKHERJEE

“Innovations have been taking place all around us in a very fast way. You may call it technological innovations, which is a very broad umbrella, starting from very simple means to convert some idea into something concrete to some sophisticated scientific engineering methodology or mechanism to achieve the same objective. It is a passage from idea to a concrete entity that is genetically branded as technology. The important thing is the output, namely called innovations. Innovations are not necessarily inventions. It has to ultimately end in something concrete, like a design, a process, a product or a procedure, that way, it has to be in what is called the perceptual world unlike inventions, which also can take place in the conceptual world. Therefore, all innovations are concrete entities. They all can be perceived because they take place in the perceptual world. They have to enter the respective domains, which are in some cases called markets, and have an impact on everyday life. The idea behind innovations have to be non-trivial and have to be new or novel in some sense or the other and they have to create some impact on a larger audience. By audience, means the participants in a particular domain. Such innovations may or may not be strictly branded as technological until and unless we take it in a broad generic sense. These innovations are taking place all around us and in this way they have entered their respective domains which are organizations, both service and manufacturing, private and public sectors and beyond that. They have resulted in what is branded as industry 4.0, have resulted in smart factories, resulted in use of robots in maintenance and other difficult operations. They have also resulted in, earlier even in CNC machines. All these have happened simply because of internet, technologies, related techniques or related devices. Without innovations, one cannot think of an organization - manufacturing service, including a teaching organization like Calcutta Business School. And, no organization can survive without adopting and implementing innovations and without even contributing to entire domain of innovations. So we have to adopt and implement innovations and have to innovate ourselves within each organization. In this competitive world, where innovations are being accepted and implemented very speedily by our competitors, we may not exist if we not accept, adopt and implement effective and successful innovations in organizations.


To implement, adopt, accept and promote innovations, HR plays a very important role particularly at a strategic level. It is needed badly for our growth or for excellence. We, in organizations, need to be aware of inventions in areas that we are interested in. Our interest should be to know these inventions, to know how we can accept, adopt and adapt those innovations to our own practices and procedures.



We have to ensure in terms of effective HR practices, that whatever ideas, not fully blossomed, remain at the back of the mind of our workers, colleagues, they should be flourished. So that innovations can take place within our organizations.

Strategic HR would be number one to create an innovative environment, to create an environment that is in synchrony with the environment under which you operate. So creating an innovative environment is the first task. Lastly, we should be able to definitely make the environment by ourselves so that we can contribute to the environment ourselves. Create an environment under which innovations flourish. Maintain that environment or sustain that environment in terms of appropriate practices of reward, of training and all that. And lastly, try to see that you can promote innovations by yourselves. Your organization can also contribute towards the field of innovation. Your people can also innovate. They can also transform their innovative ideas into concrete entities. For this, I start with the basic idea of what we call creating an innovative environment or creating an environment in which innovation can be accepted, can be adopted, if necessary, adapted, and implemented. So, you get innovation from outside. We examine them, we accept them. Maybe we adopt them. Or you make necessary modifications that we adapt them to our own system, to our own culture, to our own practices. Then effectively implement them.

How do we start? We have to hire. We have to hire people who have been known to be highly innovative. So start hiring people who have really played a very important role in the field of innovation. To start with, hiring people who have made known contributions, established in their fields, acknowledges people who have definitely made good contributions in the field of innovative practices and come up with concrete, innovative processes, products, systems, practices and so on. Once you hire them, you also provide them with facilities, you provide support. HR provides a big support for work by all concerns within the organization. So, you provide adequate support to people so that the innovators who have been hired from outside can freely work, can work fully, can work with satisfaction. They should be also rewarded for what they do for your organization. So, the practice of reward must be also in a way revamped so that contributions towards innovative products, innovative procedures and that way, innovations in general can also be appropriately rewarded. So you hire innovators from outside. Allow them in terms of full support to work freely. Reward them for what they do for the organization. Strategic HR is a big component of strategic management, no doubt, but, strategic management has to provide necessary support. So, Strategic HR plays a very important role between strategic management and people who innovate. The second part is to nurture innovation by providing necessary training to your own people. Some of them might not have at all been able to try out any of these ideas. Because trials are costly, trials are sometimes not permitted. So to an extent that we can allow trials to be also experimented upon ideas can be given a fair trial. Strategic HR. should also provide that. So that way, we have to provide necessary training. We have to also provide some support.



Lastly, we should try to develop our own team of innovators and give them full support so that they can also make effective contributions, which can be also borrowed by other organizations as well. We can become known to be an innovative organization. Not merely offering innovative products, processes and services but also being innovative in our own procedures. There are many public organizations, which badly need innovative proceedings. They are stuck up in traditional age-old procedures, which should be immediately discarded. Otherwise, they will definitely become extinct one day or the other. They are surviving on support, which is not justified. They will become extinct if they fail to innovate, at least in terms of the procedures they follow if not in terms of offering new products, new processes or new services. After going through reports of HR experts particularly in foreign lands where they appreciate all these. They need to create an environment to nurture it and to promote it. Then they themselves admit in a large majority of cases that they have not been able to do it. They have neither been able to create nor nurture nor really promote an environmental innovation. Because they admit that as this is a difficult or challenging task for strategic HR.

About 15 years back, during an address to the operations evaluation group, interacted to very senior people about theory of constraints. There is doubt about how many of you are familiar with the theory of constraints, in detail. Theory of constraints was developed by this Jewish physicist who has been a very well-known practice in some developed countries in the west.

During my visit to Calcutta Business School on various occasions, met a group of young people there who are definitely receptive to do something beyond what can be done currently. And my humble advice to some of the faculty members here would be that as I am growing old I cannot do much. But whatever I can do even at this age I would be definitely glad to help and guide anybody who would like to introduce any such new concept in the area of innovation. Innovation is badly needed. We have to operate under an environment of innovation. Technological innovation, which is definitely engulfing us all around. Simply talking about 5.0. beyond 4.0 will not help. We have to take it more seriously and HR in many ways can take a lead. Therefore, HR can have a good innings in the field of promoting innovation, which is badly needed. Otherwise many organizations in the private and also in the public sector will face extinction in near future. I am not very knowledgeable about the role of HR as such. I know something about innovation and for the time being I would stop here listening to somebody else.”




DR. RADHA SHARMA

I would focus on HR, which has come a long way from personal function to a business partner then to human capital management. In addition, with the advancements in the field of information technology, HR has further transform the way it used to operate. Whether it is recruitment, selection, training and development, performance management, counselling or coaching and so on everywhere we find HR is technologically enabled. In fact, for the past two years during the pandemic, we have been operating on different IT platforms and our students have completed their degree. You know, doing their internship, summer internship, online, and we have done two international conferences in the online platform and as you can also see, you are conducting this conference. Therefore, technology has been an enabler. However, HR also has to transform itself to take advantage of this technology and technological developments, which have moved from digitization to digitalization and digital transformation, and now we have many more advanced technologies available in the form of virtual reality. Now augmented reality and mixed reality, which will blur the boundaries between the real world and the digital world, will have lot of implications for HR professionals.

So hence, sustainability ought to be the focus of the organization. HR, therefore, has to hand in hand with sustainable HR systems, HR processes and practices. The reality is that sustainability is seldom a part of HR positions. Hence in sustainable development, in fact, I have been associated with this initiative for a very long time and I will be sharing some aspects of a short while. I am sure the audience present here is fully aware of the sustainable development goals which are seventeen and they range you know, right from eliminating poverty, no poverty to no hunger and then quality education, gender equality and so on and so forth. In addition, lot of these are related to environment. So whenever we talk about sustainable development, the thought that comes to our mind is that it is about environment, it is about climate, and people in the organization do not adopt sustainable practices and processes. Not only in HR but in all other functional areas as well.


The journey of mine is started back 2008-2009. Starting with scientific management era, to human relation management, then systems approach to management, consistency approach to management, and now machines and digitization, which involves artificial intelligence, block chain, machine learning and so on and so forth. Now while all these technological developments are efficiency, they are increasing productivity as well. In fact, in business organizations also you will find that there has been great deal of downsizing which was happening. This has also given rise to unhealthy competition, unethical decision-making. Therefore, there is need for paradigm shift in management education and this started in 2007 when 60 deans, university residents, some of the leaders of business schools from across the globe they got together, and they felt that there was a need for paradigm shift in management education.



Therefore, they developed a report and that report contained a set of principles, which were called PRME principles, principles of responsible management education and this report was presented to the then UN General. He adopted this report and he said that these principles can be extended to various businesses, schools which will definitely improve the situation which will introduce values in the system and which will bring about you know very fair practices and responsible management. Because we have had the global economic crisis, and global economic meltdown.

Moreover, all that was happening because the organizations were based on traditional capitalism. However, what is actually needed is a balance among ethics, profitability, social accountability and sustainability. Because we find that and I am sure all the academics present on this platform must have seen that the values that we groove up with, have undergone change. You must be watching the news now a days and you must be seeing what is happening you know, when you see the attitude of students towards seniors, towards leaders. You know is it polite? There are lot of issues around ethics because, you know, you must be reading in the newspapers all kinds of issues where business is trying to go ahead of one another or individuals try to go ahead of one another and then, they adopt unethical means and practices.

In case business organizations, many times, we have observed that the companies and business organizations they ignore triple bottom line that means people, profit and planet. So, profits becomes the prime motive and when this was happening, there have seen global financial crisis. We have seen economic meltdown and followed by several corporate debates by adopting, unethical practices; I do not need to name them. You are all aware of them. The repercussions of these are on people and organizations. Because when an organization closes down or is forced to close down, then they have implications for them. Tremendous loss and tremendous problem to the people who are associated with the organization whether it is leakage of gas from an organization or whether it is due to any unethical practice because of which the organization gets into trouble and this affects not only one country but also it affects countries in this inter-connected world because organizations are interrelated. In addition, you can see now what is happening in the environment. It is affecting other countries, as well, you know the oil prices will go up, there will be shortage of certain commodities and so on and so forth. So on this, this was the context to work on alternative paradigm and I have been working on this for years. So, I would now like to refer to these principles, what are these principles and how these principles can be intimated in the management curriculum, so that the business schools who provide human capital to




industry they are all well-groomed and well prepared for facing the future and for working for the future which is sustainable. Therefore, the first principle is that of purpose. So what is the purpose of or what should be the purpose of management education? In addition, this is principle number one of PRME, which says that we will develop the capabilities of his students to be future generators of sustainable value for business society.

Moreover, to work for an inclusive and sustainable global economy was the first principle, that was purpose. The second one is values. academic activities, curricular and organizational practices, the values of global, social responsibility, as portrait in the international initiatives such as United Nations Global Compact. So, therefore, again, have value. Those values are universal. Those values, which are valid across geographies. They are not for one particular region or one particular group or one particular faith, not like that, this should be for the good of the society at large and that's why this should be values which are of global, social, responsibility.

The third one is the method, which means, which implies we will create educational frameworks, materials, processes. So, therefore, in our curriculum and when we adopt different methods, our methods have to be such that they create responsible experiences in creation of sustainable, social, environmental and economic value and the last two principles are in terms of partnership.

And, therefore, I need to interact with the industry, I am associated with various professional bodies, and I see that what is the perspective of the industry and whether what we are providing at the institute, whether it is in alignment with what the industrial friends are, and it's both ways that I, also, conduct workshops or in the industry, so that, they are also familiar with what are the expectations from you. Therefore, this is the partnership. It could be done with NGOs, or two institutions, or a partnership based initiative where you have involved ISTD, you have involved another institute, and your own institute, and it is that we leverage the strength of different institutions, different organizations, different individuals and thereby, we can create real value for our students and for our society. And, the last one is dialogue. Therefore, the dialogue is that we will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. In fact, at my institute I have started a separate course on organizational sustainability.



There is a core course and there is an elective course as well. In addition, let me also share with your school that you know you can become a member of PRME. So, PRME, as I said, is a UN global compact international organization, and there is 850 schools, which are a member of that. There is a fee for that. In addition, thereby you how to introduce this in your institution and you get an opportunity to know what is going on. So you know when this whole process started we used to deliberate internationally and as I said that, I have been associated with the seats. What are the cases? What should be the methodology? What should be the pedagogy and so on and so forth.

Then we have come up with a lot of material, lot of books, lot of methodology and thereby are trying to promote. In fact, I am ambassador for sustainability mindset in India. This is a UN working group. What is competency and what this model, which I have developed, is and this model as I said has been accepted and has been published under PRME. I have conducted workshops in various cities in Asia forum, internationally in the US for the faculty of different businesses schools and I love to do that. Therefore, as we all know an HR would know competency is an underline characteristic of an individual that is causally related, not related, causally related to criteria and effective or severe performance in a job or a situation. Therefore, a competency will be a strength when it distinguishes an average performer from a superior performer. So, everybody communicates but communication will become a competency when it distinguishes a person from others with the average people. So, industry looks for people who have competencies. When companies come to the campus and they pick up stones, they pick up instruments based on the competency depending on whether it's a functional competency will relate to finance, marketing and then they would also have behavioral competencies, the ability to plan, organize, teamwork and then, they would also have manageable competencies, ability to plan, organize and so on.

So, this competency framework that I have developed for PNME, I have titled it as CEMB model. C stands for cognitive competencies, E stands for effective competencies, M for moral competencies and B stands for behavioral competencies which I have said that these competencies can be developed through artificial intelligence as well. So, this is leveraging artificial intelligence to develop competencies among students or among people from industry because if we have to do it physically in face to face mode, it is going to take huge amount of time because we know that global warming has already started ah there are all kinds of catastrophe, and these kinds of floods that are happening in different parts of the world and it is apprehended that couple of low lying countries will disappear if the sea level rises as the glaciers are melting because of the warming due to carbon footprint. Therefore, the whole world is trying for carbon neutrality. In addition, particularly the development of competencies and new definitions of competencies, keeping in mind the technological aspects, the disruptions and at the same time the ever increasing need of ensuring sustainability, not just from the environmental perspective but from the holistic angle.



DR. SUNITA SINGH SENGUPTA

I lift the spirit of trinity, Shri Ramakrishna, Maa Sarada and Swami Vivekananda and that is what I bring to my research through integrating spirituality and organisation. I saw the theme of the conference, Strategic HR. The big question comes to the mind. Where are we placing values and ethics in fact? So what I will do, I'll throw some pointers on values.

I am currently working on a nine volume on Vedic foundations of Indian management and from there I bring some points to ponder. It goes deeper inside us. It has nothing to do with skills. It prepares the base for values. Today, what we lack is people with high value system. Therefore, what I suggest, is, we need cosmic conscious steps in terms of welfare and good of all, in terms of Vasudeva Kutumbaka, in terms of one's compassion for mother earth. Matri Bhumi, this is what Dharma Shastra talks about and we need karmic consciousness. In terms of HR, that is if something wrongly happens, how can we correct it? There are two leads to corporate prosperity, which is Abhudaya – Nivriti, and Pravriti (social contemplation and social action). So, 'Dharma' is their essence.

If we go through, it is sad that our management education does not allow or does not have curriculum centered around Indian Scriptures So, Dharma Shastra basically, it talks about Raja Dharma. What is the Dharma of a Raja? Manusmriti is another scripture, which talks about that. Niti Prakasha is another, which talks about the ethics. Other than Supreniti and other books, many are available. In addition, of course, the most popular one Kautilya's 'Arthashastra' where Kautiliya talks about the king's virtues which is an important component in Arthashastra. Therefore, the road ahead is to move towards consciousness-based approach. Therefore, fundamental element in laying the foundation for ethics in business and good governance, which need to base on the principle of Abhudaya, rooted in the building blocks, ranging from evolution to innovation. Swami Vivekananda have talked a lot in which is captured in various books which is published by Advaita Ashram on evolution. Indian culture advocates consciousness based approach. Enlightened self leads to Enlightened collective. The whole Indian scriptures, work through this and that is what they talk about. In the chapter, twenty three verse of Bhagavad Gita says by performing their prescribed duties King Janak and others attained perfection. You should also perform your duties to set an example for the good of the world. So, whatever actions, great persons perform, common people fall and whatever standards they set, the entire world pursues.

So, currently I am working on indigenous model of good governance and ethics. One of the volume is that where I am trying to go through from Dharma Shastra and other Vedas. What is that? Our culture, the scriptures, the Hindu scriptures talked about Dharma and if you see the Johnson and Johnson, you see TATA, you see Cadbury's, all captured the spirit of caring and sharing. In the heart of this, is you, perform your duties, you care for your people. Therefore, we need to move towards conscious based HR practices and that is the road ahead. So, I thought I had a long PPTs prepared but I thought with this group, it is, it will be good to throw some lights because it's happening in Calcutta and for me Calcutta is a pilgrimage.



So, I wish that Dr. Shuvendu Majumdar, sometime will pick it up and have a big event on that where we talk about the values which the trinity talked about. The consciousness at the heart of the entire. Calcutta culture is this consciousness, and awareness and today is the time when we lack away. So, this consciousness based HR practices, I think is the nature of the hour. With these few words, I thank once again, to the organizers, the Calcutta Business School.



EFFICIENCY OF SMART PHONE AN INVESTIGATION USING ANALYSIS HIERARCHY PROCESS AND TOPSIS METHOD

***Suman Maity, Ankita Sarkar, Sayan Gupta, Gautam Bandyopadhyay
National Institute of Technology, Durgapur, India***

Abstract

This is the modern era of smart phones. Due to pandemic situation all over the world becomes quarantine a few months. All the accessory work like work from home, online lecture, E-Banking, streaming video, video calling, done now in smart phone. Various mobile are available in the market with their features. People have different perception to choose a Smartphone, with different features. In this paper our aim to find the near about the perceptions and feature criteria weights find best mobile phone to the users. Our propose study is all the brand mobile phone with their features provide best mobile to the customers. Different smart phone has different features and user have various choice on the phone. Among the beneficial and non-beneficial criteria, we have to find the best smart phone. We want to categorized the features that user is mainly focus when buying the phone. In between the features customer major focus select the best smart phone available in the market. We use different MCDM method AHP and TOPSIS for the ranking of features as well as choose the best smart phone.

A QFD BASED APPROACH FOR DESIGNING BUSINESS MANAGEMENT CURRICULUM FOR HIGHER EDUCATION IN DIGITAL AGE

***Manash Gope, Insha Hussain
Calcutta Business School, Kolkata, India***

Abstract

In this paper we have tried to study how business management curriculum in higher education in the digital age has transformed with the help of Quality Function development. In this we have evaluated majorly the desire of the students for higher studies in business management through online or blended mode. In this paper we have assessed the interplay between the WHAT (students looking for in online mode of education) which is also the voice of customer and HOW (how will the organization deliver to the Voice of Customer) based on research reliability. An organization can satisfy the Voice of Customer by mapping out clearly the action plan to achieve the results.



CUSTOMER'S INCIVILITY IN THE AIRLINE SECTOR IN INDIA

Indraneel Hazra
Calcutta Business School, Kolkata, India

Abstract

There have many instances in the airline sector where the customer has to be blamed for behaving uncivil. Customer's verbal aggression and mistreatment had led the employees get more stressful. In the context, the present study aims at understanding the effect of customer's incivility in the airline sector of India. This kind of negative relationship should not be entertained as it leads to psychological health of the employees of the airline industry, who are available 24X7 for the service. Sometimes, the frontline employees' vengeance mediates the effect of customer incivility or dysfunctional behavior. It has also been revealed by some of the researchers that customer's verbal aggression escalates employee's burnout, which in turn affects employee's incivility towards customers. The study has gone through a survey which contains data from two sources: customers and employees. The data is analysed with the help of SPSS software. The result showed that the relationship between both the parties are deteriorating at high rate, which in turn is ruining the psychological health of the employees and henceforth, hampering the environment for other customers. Some of the employees shows the sign of vengeance and file complaint against those kinds of customers. The findings also stress the managerial positioners as they have to look after their employees for better functioning of the organization.

WHY DO STUDENTS SELECT BUSINESS ANALYTICS SPECIALIZATION?

A DELPHI BASED ENQUIRY

Sumita Sarkar & Akanksha Raj
Calcutta Business School, Kolkata, India

Abstract

In this era of digitalization Business Analytics is playing a very important role in the field of higher education. In this paper, we are examining this emerging area of education amongst the Business graduates which is Business Analytics. The main aim of this study is to understand why a student opts for this course of business analytics. We have determined the factors which motivates the students to study business analytics which includes individual personality traits, choice of fulfilling the related course, performance in the early courses opted by them. We have used Delphi based approach to explore a student's psychology in choosing the subject and the implication of it in higher education.



IMPORTANCE OF OFFLINE TRAINING IN BANKING SECTOR

Somashri Mondal

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Abstract

Post pandemic era has marked the digitalisation of almost all processes. In this era of digitalisation of every business process, training and other HR management functions are also taken up online. But still traditional training and development of banking sector employees have its own importance. Banking sector employees still find that the traditional off-the job or on-the job trainings are much better than the online training sessions. As traditional training help them not only to re-think and re-consider their job roles but also to get a clear picture of the dos and don'ts in their respective job roles. Whereas, online trainings have less reach and are found to be ineffective according to many. Thus in this article we have studied the perspectives of different banking sector employees who provided their views on the various modes of training taken up in their organisation and had a comparison of how offline training and online training methods are useful in rendering effective training and development and also the reach of each methods. Hence, as per the overall view we observed that banking employees prefer offline trainings more than online trainings and thus prefer offline trainings the most.

MANIFESTS OF CONSUMER PERCEPTIONS ABOUT ONLINE FOOD DELIVERY APP WITH SPECIAL REFERENCE TO ZOMATO

Neelam Kumari

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Abstract

This report is about to research article "Consumer perception on food app with special reference to zomato where the objectives of this research is to examine the consumer perception on food app i.e. Zomato. Online food delivery services (OFD) are now trending in the electronic commerce space. The research is based on consumer preference and attitude regarding online and the study emphasized that using the Internet in seeking food service information was a common practice among people living. A high percentage of consumers were unconcerned about accurate evidence regarding food safety in selecting food products on the Internet. According to this research, Zomato has gained positive opinion of majority of the consumers in comparison to other service providers. It is mainly because of their better on time delivery and better discounts. Zomato has been in the first position in online food delivery service provider and if it includes the minor improvements, it will sustain its upper hand in forthcoming future. The purpose is to know what are the influencing factors, their perceptions, needs, positioning of various attributes of different online portals in their mind and overall satisfaction towards online food delivery services



PREDICTING DEFAULT PAYMENT OF CREDIT CARD CLIENTS

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Abstract

Banking or financial institutes play a significant role in providing financial service. To maintain the integrity, banks or institutes must be careful when investing in customers to avoid financial loss. The model we built in this project will use all possible factors to predict data on customers to find who are defaulters and non-defaulters next month. The dataset used in this project is taken from the UCI Machine Learning Repository. In this study, our variable of interest is default which is dichotomous in nature. Default implies a customer who will be a defaulter in the next month's payment (0: no, 1: yes). The other contributing variables (independent variables) are Credit limit, Gender, Age, Marital Status, Level of education, History of their payments made, Amount of bill statement, Amount of previous payment. Initially, we have performed some Explanatory Data Analysis (EDA) in order to gain certain insights from the data. Further, we have used some Supervised Machine Learning Algorithms for the identification of defaulters. The idea behind using supervised machine learning algorithms is, we have a prior knowledge on our output values. Finally, a comparative study is done to choose the best model based on their performance and accuracies in predicting default payment of credit card clients.

QUALITY OF WORK LIFE

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Abstract

According to this research Quality of Work Life of pre and post pandemic has been covered. Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. Quality of Work Life (QWL) is an improvised HRD mechanism which attempts to design and to develop the work environments for the employees working at all levels. It is one of the major issues faced by the organizations. QWL is not only related to the achievement of greater human satisfaction, but also aims at improving productivity, adaptability and effectiveness of organizations. Work life balance is a central issue affecting wellbeing as family and work are the most important element of every individual's life. Work life balance is always challenging for all working personnel. Work from home scenario changed balance between work life and personal life. The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS (Job satisfaction) = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. QWL is important for employees' as well as it is necessary for organization to achieve the growth and profitability in the market.



ALIGNMENT BETWEEN CORRUPTION AND POWER: IDENTIFICATION OF ISSUES AND CHALLENGES

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Abstract

There are many different ways that corruption can be defined but arguably the best working definition is an action of a public official for private gain. Corruption is the misuse of entrusted power (by heritage, education, marriage, election, appointment or whatever else) for private gain. Corruption has become an increasingly salient issue in India today, spawning enormous interest from the media as well as a large amount of academic research. A large part of the corruption in India is associated with the delivery of public services and is spread throughout the hierarchy, it has high frequency but each case is characterized by a relatively low amount. "Power has long been linked to the stigma of corruption. Three studies indicated that different power concepts have different implications for corruption behavior and perception. Corruption affects the poorest the most, in rich or poor nations, though all elements of society are affected in some way as corruption undermines political development, democracy, economic development, the environment, people's health and more. Fighting corruption has emerged as a key development issue in India in recent years. More and more policymakers, businesses, and civil society organizations, have begun to confront the issue openly. Yet, there is a sizeable gap between what has captured the media's attention, the policy options under discussion, and the actual evidence base drawn from empirical research on corruption. Major issues, country faces to curb corruption are poverty that hinders social and economic development. Corruption wakens education and health systems, depriving people of the basic building blocks of a decent life; Undermines democracy by distorting electoral processes and undermining government institutions, which can lead to political instability. The people involved in corruption seem to be proud of themselves as they make more money in a short time. To worst part is that those involved in corruption can get better promotions and opportunities than others. According to this research, the main objective is to identify if there is any relation between power and corruption. To diagnose the root cause of corruption and to explore the basis of power and its link with corruption. The purpose is to create an awareness amongst people about corruption. To make corrective actions to reduce the corruption.



RELATION BETWEEN TIME OF THE NEWS PUBLISHING AND PROBABILITY OF FAKE NEWS

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Abstract

Fake News is one of the major concerns for the whole world in the contemporary time as it is undoubtedly one of the main sources behind Proxy wars, riots and several other issues which rises due to spreading of mis-information or maliciously manipulated information. During the time of Microblogging and Social sites like Twitter and Facebook, even remotest locations have access to social media sites and due to lack of knowledge, this Fake news in the form of Morphed Images, One-sided and edited videos do go an extra mile to create insecurities and ruckus from the very core of the society. Fake News has various forms such as Clickbait, Propaganda, Satire/parody, Sloppy journalism, misleading headings, Biased or slanted news. Now due to increase in the number of News Agencies and the corresponding competition to it, the news agencies report a news without even proper verification. They even quote each other just to appear legit. Due to this competition, many news agencies even push for their propaganda with these momentary news articles and after a period, they either remove the fake news article from the online or modify it accordingly. But, even if the news has been removed or modified the ripples of that particular fake news article already spreads round the internet making its effect. Fake news has a direct relationship with the timing of the Fake News. There have been several instances wherein a piece of news is displayed as a part of propaganda in any of the news sources and is removed within a day or two but within that time the Fake News gets spread to a very large audience and creates an impact. Several studies and forums like Toronto Public Library and British Council mentioned the importance of timelines in spotting a Fake News. The present work tries to establish the effect of Time on a piece of news and the variation of accuracy and probability of correctness of the news based on the time factor. The results of this given work will help in optimizing the vision of the Future generation with the help of AI. The given work will not only help curb the misinformation and thus harm to the working ability and unbiasedness of future generations but will also help the governments to strategize against proxy wars, propagandas and other misinformation spread through various channels. This paper uses a multi-level fake news detection model to identify the accuracy of Fake news detection which are being segregated as per the time frame into a given dataset. The Probability of correctness of a news is calculated based on an operational model generated which elects the superlative classifier amongst the Naïve-Bayes, Support Vector, Logistic Regression, Random Forest Classifiers and Stochastic Gradient Descent established based on the accuracy factor. The results of the study will be depicted in a graph and can also be considered as a stepping stone to identify and predict the exact relation between a news timeline and its accuracy factor. The scope of the current work also includes extending to accommodate classifiers for the detection of fake reviews on the e-commerce websites.



EVALUATION OF TOURIST DESTINATION SELECTION ON INVESTMENT PERSPECTIVE

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Abstract

Tourism is fastest rising around the world and it effects the economic and social growth of every country. To develop tourism and to provide best possible facilities to the tourists, investment in tourism sector is highly needed. Many times it has been observed that the investors are ready to invest in tourism sector but they don't have a clear road map. Main problem is 'where to invest', will the place of investment means the tourist destination give them the expected Return on Investment (ROI) or not! In this study based on existing literature and studies, selection of tourist destinations for investors before their investment has been examined and suggesting a simplified model. Before investment, the selection of tourist destination is very important. Tourism investors and the future researchers need to consider the proposed major and sub criteria of the tourist destinations to understand the research status and to have an outlook of its future research trend.

FINANCIAL DERIVATIVE - AN EFFECTIVE HEDGING TOOL - A COMPARATIVE ANALYSIS WITH WORLD DERIVATIVE SCENARIO

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Abstract

A derivative is one of the oldest segments of financial market across the globe. This is one of the most popular financial hedging techniques used by hedgers, speculators and arbitrageurs. Maximization of return and minimization of risk are the key factors for new innovations on this subject which is going on across the world. Human beings are always active to generate new ideas and innovations. These are the hallmark of progress at every stage of development. The financial market is no exception of it. Derivative market has been very popular all over the world. India is no exception of that. To match with international financial market derivative trading was introduced in our country from June 2000. Over the time period different futures and options were introduced.



PORTFOLIO RANKING BASED ON HIGH RETURN & LOW RISK AND STUDYING THE EFFICIENCY OF THE SELECTED PORTFOLIO USING DEA IN R

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Abstract

Portfolio Investment is investing in a group of assets instead of a single asset. Stock market plays a crucial role in the economy in terms of investment. In this paper, our aim is to rank stocks that will provide low risk – high return over 5 years after an initial level of selection by using Investor's Perception Map and Beta Calculation and then estimating the efficiency of resulted stocks using Data Envelopment Analysis (DEA). After getting the rankings of the respective Portfolio we have applied Data Envelopment Analysis (DEA) using R Programming Language to know the efficiency of those stocks based on 7 parameters, "Number of Employee", "Material Cost", "Inventories" "Total Revenue", "Profit After Tax", "Number of Shareholders", "Inventory Turnover Ratio". Our aim is to provide a portfolio to the investors that will help to make decision on which they should invest more so that they get high return and risk will be less and to give a reason to the investors why the selected portfolio is the best.

THE PERFORMANCE OF ARIMAX MODEL AND VECTOR AUTOREGRESSIVE (VAR) MODEL IN FORECASTING STRATEGIC COMMODITY PRICE IN INDIA

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Abstract

Crude oil as one of the strategic commodities has an important role in the life of Indian society. This is because India is a major consumer and importer of crude oil globally. Therefore, the stabilization of crude oil is one of the priorities of the Indian government's policy. It can minimize the impact of the global financial crisis such as inflation and purchasing power of the poor. The stability of crude oil price can be maintained by price forecasting for several periods ahead. It can be used to set up the anticipatory action. In this research, ARIMAX model and VAR model used to forecast the crude oil price. The objective of this paper is to focus on a better way to forecast crude oil prices.



A STUDY ON CSR COMPLIANCES TOWARDS SUSTAINABLE DEVELOPMENT

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Abstract

The study is looking for the answer to the question that – What is CSR compliances towards sustainable development, by means of what development process the two theories came near to each other and why is it that CSR is considered to be the corporate concept of Sustainable Development. This study talks about leveraging Corporate Social Responsibility to achieve the SDGs for sustainable growth in a holistic manner for the people and the planet.

The aims of this study are:

- (1) To find out CSR compliances towards sustainable development.
- (2) To give a synthesized approach to both of Sustainable Development and Corporate Social Responsibility concepts.
- (3) To find the relationship between Sustainable Development and Corporate Social Responsibility.
- (4) To highlight some practical relevance of the relationship of the two concepts.

CSR refers to a sustainable business model where the company is accountable and responsible and economic aspects of the society. The goal of CSR is to voluntarily incorporate economic, social and environmental responsibilities into business operations to build sustainable growth of business and show positive impact to the environment, employees, consumers, shareholders and communities. Sustainable development is an organizing principle for meeting human development goals while also sustaining the ability of natural systems to provide the natural resources and ecosystem services on which the economy and society depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. There are four dimensions to sustainable development – society, environment, culture and economy – which are intertwined, not separate. The Sustainable Development Goals were adopted by the United Nations as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs are integrated—they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability. CSR, involves balancing corporate citizenship and environmental responsibility to give back to the communities in which they operate, which also supports long-term business success. The Sustainable Development Goals provide a powerful framework for businesses to engage in corporate social responsibility. CSR and SDGs together have tremendous potential to develop an interconnected model for sustainable growth. CSR plays a vital role in attaining sustainable development. The Company has a social and moral responsibility towards protecting the environment. Section 135 of the companies Act, giving legal backing to CSR is a welcomed step towards holistic development. CSR plays an important role in attaining the goal of sustainable development.



ENABLERS FOR EMPLOYEE SATISFACTION IN DIGITAL AGE: EVIDENCE FROM INDIA

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Abstract

Satisfaction is determined by an individual's desire versus his obtaining. Employee satisfaction refers to how pleased employees are with their jobs and working conditions. Studies have investigated that employee satisfaction creates loyal & productive employees. These satisfied employees ultimately drive customer satisfaction, market share and profitability. In this era of digital age employee satisfaction is undoubtedly a very important factor. In the digital age, the concept of employability is experiencing a paradigm shift. On one side, employability Competencies required for employment are continually evolving in response to developments in technology and industry. On the other hand, employability capabilities desired to persist “employable” are also shifting at various phases of career. IT business is focused by Globalization, which has merged the sectors ranging from Nanotechnology to Genetics. The rigid skill components of employability ability are no further a static occurrence. In this digital age the competencies such as learning, abilities, qualities are anticipated from the employees and the expectation from the employees are changing at a speedy step, making employability a “dynamic” spectacle. The workplaces are hyper-modernized & the employee retention also depends on the workplace's facility to manage the change in your industry. So employee retention is also very critical. As a result, there is an urgent need to do an employee satisfaction survey. Exploratory Factor Analysis (EFA) is applied in this study to empirically test the relationship pertaining to job importance, compensation, engagement amongst others. The purpose of this study is to examine the importance of employee satisfaction in the digital age. Data for this study is collected from the employees of manufacturing & extraction industries in India.

CORPORATE SOCIAL RESPONSIBILITY - IT'S PROGRESS AND ACHIEVEMENTS

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Abstract

Today in this era of advancement in every field we find Corporate social responsibility playing a dynamic role, be it education, rural development, health and hygiene, sustainable development, technological advancements, research and development and various others. In this paper we will study about the progress of CSR through all odds, it's establishment in the company's act 2013 with all its amendments and the achievements it has made by changing lives of people across the country. We will collect data both primary and secondary and use required statistical tools for the data analysis. Through this paper we will be able to bring to light the effectiveness of the policies made by organization under the Companies act 2013.



HR AS A PROFESSION, CHOICE OR DEFAULT

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Abstract

The study has taken a primal area concerning the HR (Human Resource) profession, as no related work in this field could be identified from extant literature. The study is focused on understanding if the HR professionals chose to take HR as their career option, or is it that, they have become HR professionals by default? Data from the practicing Indian HR professionals across three levels i) corporate (senior), ii) business (middle) and, iii) operational (lower), were collected through structured questionnaire twice, keeping three months gap to tide over the cross-sectional limitations. Cronbach alpha score of .814 prove the high reliability of the data. The study is an eye opener in revealing that, most of the Indian HR professionals (across all the levels) never dreamt of or aspired to become an HR in their growing days. It also reveals the fact that knowledge or awareness about HR as a profession was almost not there with them in their early career days. The data analysis also indicates that HR as a profession is still not as coveted a profession as being a doctor, engineer, lawyer, professor, teacher, etc.

MODIFICATIONS AND AMENDMENT OF LABOR LAWS: ITS IMPLICATIONS AND CHALLENGES IN INDIA

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Abstract

Labor law is for employee welfare. Labor is the greatest asset for an organization and to ensure that their rights are protected and to safeguard them against any exploitation, labor laws are enforced. It regulates the companies, workers, and trade unions. Non-compliance with the laws can lead to punitive action towards the organization. And there are some laws that are enforceable to all organizations. The major acts included in the industrial law compliance rules are: Building and Other Construction Workers Act, 1962, Minimum Wages Act, 1948, Trade Unions Act, 1926 Industrial Employment (Standing Orders) Act, 1946 Industrial Disputes Act, 1947 Payment of Wages Act, 1936 Payment of Bonus Act, 1965 and so on. The Rajya Sabha in September, 2020 passed the bill and 29 labor laws are consolidated in four labor codes of Industrial Relations Code 2020, Code on Occupational Safety, Health & Working Conditions Code 2020, Social Security Code 2020 and Wage Code 2020. The main objective of this study is to identify the progress of the amendment of labor law and to frame a list of implementations of policies.



IDENTIFICATION OF ISSUES AND CHALLENGES OF BUSINESS ETHICS TOWARDS SUSTAINABLE GROWTH

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Abstract

Business ethics refers to the standards for morally right and wrong conduct in business. Law partially defines the conduct, but “legal” and “ethical” aren't necessarily the same. Business ethics enhances the law by outlining acceptable behaviors beyond government control. Business ethics provides a potential analytical framework through which to evaluate management practice in general and sustainability in particular. Ultimately, management actions can be judged by the extent that strategic codes of practice lead to detailed actions and priorities in reality. Adopting ethical behaviors and seeking to ensure the implementation of environmentally sustainable practices makes good business sense. It can attract consumers, enhance consumer loyalty, engage and motivate employees and deliver shareholder value. In sum, virtue, rightness, consequence, and context are all ethically important in navigating sustainability. A sustainable society lives within the carrying capacity of its natural and social system.

A STUDY OF AN ECONOMIC ORDER QUANTITY MODEL WITH TIME DEPENDENT HOLDING COST AND VARIABLE DEMAND FOR TIME DEPENDENT PERISHABLE PRODUCT

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Abstract

The market demand, holding cost, and purchasing cost are considered to have constant values in most classical economic order quantity models. In this study, we assumed that the demand rate depends on the advertisement index and selling price. The holding cost is affected by times, and unit purchasing cost depends on order quantity. We include a time-dependent deterioration rate. A mathematical inventory model is formulated. The objective of this article is to maximize retailer profit. Numerical illustrations are also provided to justify the model. Finally, a sensitivity analysis is provided to justify the effect of different parameters of the proposed model



A STUDY ON THE IDENTIFICATION OF DIMENSIONS TO MEASURE CULTURE HOCK

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Abstract

Culture shock is defined as a complex process of adaptation of a person in a new culture. It refers the emotional state of uncertainty, confusion, anxiety that one may experience when the person moves into an unfamiliar environment. It refers to the affective, behavioural, and cognitive disorientation that sojourners experience when in an unfamiliar culture (Zhang & Goodson, 2011; Hotta & Ting-Toomey, 2013). Culture shock can be seen as an unfamiliar event, which is not only under-defined, is little understood but also is unpredictable. Saylag (2014) referred to culture shock as a period of psychological distress, readjustment and stressful demands, a time when people process many powerful emotions, both positive and negative, perhaps for the first time in their lives. Oberg first used the term in 1960 to describe Culture Shock as that feeling when an individual becomes unable to adjust to the society or culture as he might experience anxiety, discomfort and other forms of psychological distress, which often becomes chronic and weakens the person. In recent times, many corporate employees find living in the COVID-19 era a particular kind of culture shock. It is a shock to the corporate inner workings of an organization. Business and its employees have never been more tested systematically, physically, emotionally and psychologically. It plays a significant role in employee engagement especially when there are major disruptions at work and at home. The sudden change in the communication and working style, social distancing, increasing level of anxiety and fear psychosis due to high infection and death rate, job losses and salary reduction, and pressure to adopt new technologies have posited a transformational shift in the organizational culture. In this context, it is important to identify the factors that are related to culture shock during the pandemic in organizations as people are now constrained to work from home and to hybrid mode of working. In this present study, researchers are trying to find out the factors that are related to culture shock and the development of dimensions to measure culture shock.

CHEMICAL SIGNIFICANCE OF A NOVEL GRAPH ENERGY WITH MATHEMATICAL PROPERTIES

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Abstract

The concept of graph spectra can be thought of as an approach to use linear algebra including, in particular, the well-developed theory of matrices for unlocking a thousand secrets about graph theory and its applications. A novel neighborhood degree sum based matrix is proposed as a modification of classical adjacency matrix. Using the spectrum of this matrix, a graph energy is introduced in this work. Its role in quantitative structure activity relationship (QSAR)/quantitative structure property relationship (QSPR) models is investigated. The ability of these energies to distinguish between isomers is also demonstrated. Furthermore, upper and lower bounds of the spectral radius and the energy are computed.



THE FOURTH MULTIPLICATIVE ATOM BOND CONNECTIVITY INDEX AND ITS IMPORTANCE IN CHEMICAL SCIENCES

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Abstract

A topological index or a molecular structure descriptor is a mapping that assigns a real number to a chemical graph that characterizes the whole of its structural properties. Topological indices are playing a significant role in theoretical chemistry, especially in QSPR/QSAR research. In this paper, the predictive ability of the fourth multiplicative atom bond connectivity index was tested with the help of a dataset of octane isomers. The good correlation coefficients of Entropy (S), Acentric factor, Enthalpy of vaporization (HVAP), Standard enthalpy of vaporization (DHVAP), Boiling point (BP), Molar volume (MV) and Enthalpy of formation (HFORM) with the fourth multiplicative atom bond connectivity index was noticed in this paper.

SPECTRAL PROPERTIES OF TOPOLOGICAL INDICES

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Abstract

Molecular descriptors are used in mathematical chemistry for the design of chemical compounds with given physico-chemical/pharmacological/biological properties or for assessing their toxicological or environmental properties. Spectral indices are among the huge number of molecular descriptors proposed in the literature. Spectral indices are molecular descriptors defined in terms of the eigenvalues of a square graph-matrices. Our goal is to introduce novel spectral descriptors based on existing neighborhood degree based topological indices. For this purpose, proper modification of classical adjacency matrix is made. An algorithm is designed to make the computation of the descriptor. Linear regression analysis is performed to investigate the chemical significance of the newly developed index. Several bounds for the spectral radius and the descriptor are computed, and the respective extremal graphs are characterized.



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