

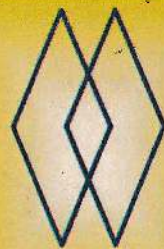
MANAGEMENT TIMES

2011

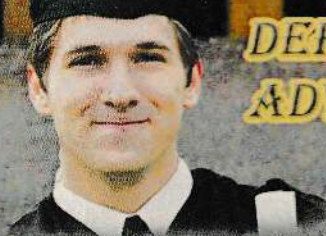
DEPARTMENT OF MANAGEMENT



DEPARTMENT OF MANAGEMENT
ADVANCED TECHNOLOGICAL
INSITUTE- JAFFNA

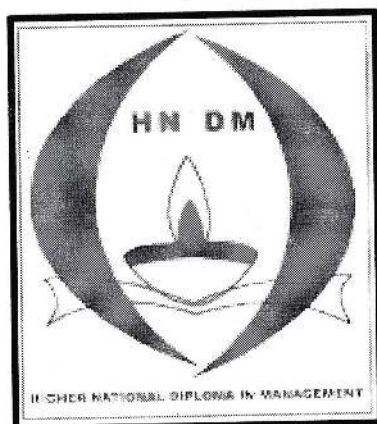


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Management Times

Volume 1



Management Circle
Department of Management
Higher National Diploma in Management
Advanced technological Institute
Jaffna

Management Times

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Management Circle

Parton	:	Mr.V.S.Vijayanathan (Director Acting)
Senior Treasurer	:	Mr.T.Ramajeyam
Editorial Advisor	:	Mr.FHA.Shibly (Assistant Lecturer in Management)
President	:	T.Pathmanigethan
Vice President	:	S.Sanjeev
Secretary	:	B.Thushyanth
Asst. Secretary	:	V.Rena
Treasurer	:	S.Bamini
Advisor	:	B.Subashan
Editors	:	A.P.Nixon
Asst. Editor	:	R.senthan
Committee Members	:	J.purusothaman
		T.Selvavathana
		P.Anojan
		S.Kayathry

Message from the Director



It gives me a great pleasure in sending this message to “Management Times” magazine, which is of its first kind in the history of ATI-Jaffna as far as the Management Students are concerned. The HOD of the HNDM and members of the Management Circle should be commended for this.

Last year on the occasion releasing of “Cyber Mag” I expressed my sincere desire to see a similar magazine from HNDM circle as well. My desire has been fulfilled this year with the release of “Management Times (MT)”

According to the information given to me, MT magazine includes articles on management issues such as HRM, Employee Motivation, Interviewing skills of Managers, problems related to Macroeconomics, Social Networking, influence of IT in Education and Marketing Management etc. and lot more.

When I look at the titles of these articles, it looks like that the MT Magazine is written exclusively for management students only. Therefore, it is my humble opinion that MT Magazine, in future, should include articles that are of interest to readers from other disciplines as well. Furthermore, I hope in future this magazine will carry research-based articles rather than articles based on theories alone. Magazine also should keep its readers up to date on the latest trends in management studies

I also would like to seize this opportunity to thank the HOD (HNDM) Mr. Ramajeyam and the rest of the Academic Staff members and students of HNDM for the enthusiasm shown in extra-curricular activities of this nature.

Nevertheless, I wish all the students and staff of HNDM “all the best” for continuing their good work.

Dr.S.J.M.Sahayan
Director

Message from the Acting Director

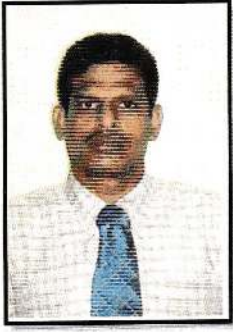


I have great pleasure in extending my wishes on the occasion of the release of "Management Times" (Voice I). The release of magazine in this nature stands as a proof for enthusiasm, creativity and commitment of students in the process of acquiring knowledge of their study field. This further shows an element of determination and trust towards enlightening their future through education.

I would like to congratulate the HOD, lecturers and students of department of Management, who have contributed in making this publication a success.

Mr. V.S. Vijayanathan
Director Acting
Advanced Technological Institute

Message from the Head of Management Department



in the respective fields.

I have immense pleasure in sending the message to the first volume of "Management Times" I would like to record my special thanks to the students, who have ventured to produce a magazine that reflects the hidden potentials and sense of creativity in them, It displays commitment and interest of students in their field. Further I wish to add that just the successful completion of course will not make you as qualified professionals but good values present education to make you good qualified professionals

Mr.T.Ramajeyam
Head,
Department of Management.
Advanced Technological Institute.
Jaffna.

Message from the Advisor



I have great pleasure in sending this message to “**Management Circle**” first issue of the magazine released by the Higher National Diploma in Management students, Advanced Technological Institute, Jaffna.

Management is a universal phenomenon. It is a very popular and widely used term. All organizations - business, political, cultural or social are involved in management because it is the management which helps and directs the various efforts towards a definite purpose. To meet the contemporary challenges in Management, it is important to understand about the Management issues widely. Our students have done a great job that they have released a right magazine in the right time.

In this context I am hopeful that this publication will be an opportunity to gain new knowledge and contemporary issues related to Management studies.

I wish to congratulate the students and staff who dedicated the valuable efforts in this creative venture.

My best wishes for the successful of this magazine.

FHA. Shibly
Assistant Lecturer in Management
Advanced Technological Institute
Jaffna

From President's pen



It is indeed my privilege to send this message on the occasion of the first release of the "Management Times".

It gives me great pleasure to present the volume I of "Management Times" in front of you. Our long term dream of such a magazine has become a reality at last.

I take this opportunity to thank and express our appreciation of the support of the Director, HOD and the lecturers who were the roof course of this venture.

I fervently hope that our Juniors will also continue this task in the years to come.

Mr.T.Pathmanigethan
President of Management Circule.
Advanced Technological Institute.
Jaffna.

Secretary's Message



It is with a great sense of pleasure and satisfaction that I send this message to our own "Management Times". This magazine is the outcome of the animated intellectual discussions that take place inside the class rooms and outside. It is my fervent hope and desire that "Management Times" will flourish and grow from strength to strength in the years to come. And I pray to the almighty to guide and lead us in our noble Endeavour's.

Mr.B.Thushyanth
Secretary of Management Circle.
Advanced Technological Institute.
Jaffna.

From Editor's Heart



The "Management Times" provides the forum for creative expression it involves extra work a co - curricular activity, collecting, selecting, proof reading and editing give the editors a whole wealth of experience that could come in handy when they plunge themselves into a carrier in the near future. The moving force behind this venture was our Head of the Department to whom we are very much obliged.

The Director and other lecturers have inspired us in no small measure we are grateful to them. So, over to you, dear readers! Be free to tell us what you feel about this venture.

Mr.A.Prince Nixon
Editor of Management Circule.
Advanced Technological Institute.
Jaffna.

1st Year



2nd Year



3rd Year



Committee Members



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Akalika.A
1st year.

ART AND SCIENCE IN MANAGEMENT EDUCATION AND DEVELOPMENT

One of the enduring questions in the field of management is whether it is an art or science. Klebster's college dictionary defines an art as "skill in accounting any human activity" and science any skill or technique that reflects a precise application of facts or a principal reflected in the defenses in these definitions is the use of precision in science, in the at there is a particular prescribed way in which a manager should act. This management as a science would indicate that in practice, managers user specific body of information and facts to hide their behaviors, but that management as an act requires no specific body of knowledge, only skill. Conversely those who believe management is an art are likely to believe that there is no specific way to teach or understand management , and that is a skill borne of personality and ability.

Management education and development, which attempt to prepare today's managers for organizational challenges, are guided by both the nation of management as an art and as a science. Th approach to management education and deve3lopment is likely to differ dramatically depending on the belief one has as to the nature of the practice of management. The perspective of management as an assumes to some extend that a manager as a disposition or experiences that hide him or her in managerial decisions and activities

thus, with perspective of managers may be successful without any formal education or training in management. The perspective of management as a science, however, would indicate that management skills can be

taught through and understanding of theory and principal of management.

Many of today's educational institutions and work places blend that nation of management as a science and an art in their approach to preparing employees of management.

Primarily, formal management education for practicing managers such as with bachelors and masters degrees, emphasizes the science of management. Management education in today's universities primarily emphasizes management as a science. Textbooks are used in management courses for bachelor's degrees, and these texts emphasize many of the consistent findings of many decades of management research. And as these degrees increase in popularity it is likely that more practicing managers will have a seat of established management ideals with which they operate.

While formal management education may promote management as a science, many development efforts support the nation of management as an art. To cultivate activities allow managers to gain grater social and political inside insight and thus rely on their own judgment and abilities to improve their management style. Much of mentoring involves behaviourmodeling in which protégé may learn nuances of managerial behavior rather than a set of specific guidelines for managing. Overseas experience are likely to involve a grate a deal of manager adaptation and the general rules by which a manager might operate in one culture are likely to change when managing workers in other countries finally job rotation is a technique

that requires a manager to work in a variety to setting. Again this encourages a manager to be flexible and adaptive, and likely rely more on his or her personal skill in managing. The foundation of management as an art and management as a science are evident in today's educational institutions and work organizations. Management as a science way primarily influence by researchers in the area of scientific management, such as Frederic taylor, and continues today in much of the empirical research on management issues. Management as an art has been influenced by scholars such as henry mintzbre and peter drucker, and is often evident in complex theories of management. Many scholars and practitioners blend art and science to more effectively cultivate managerial talent. This is evidence in resent theories of management, research in work places, and education and development of managers.



L.Kamalini & J.Shopinja

1st Year

CHANGE MANAGEMENT

INTRODUCTION

“What is change management?” This is a question you may have heard from colleagues or coworkers in passing or in formal presentations. While many of us ‘know’ intuitively what “change management” is, we have a hard time conveying to others what we really mean.

In thinking about how to define “change management”, it is important to provide context related to two other concepts – the change itself and project management. This tutorial shows how change management and project management are two critical disciplines that are applied to a variety of organizational changes to improve the likelihood of success and return on investment.

Change management is transmitting individual's teams and organization from current stage to the future. It is an organizational function to empower the employees to take something offered in their current business environment.

An organization definitely cannot thrive without change managements such as missionary change, strategic change, operational change, technological change and changing in the attitudes and behavior of personnel.

Dr. John P. Kotter has proven over his years of research that these following eight steps process will help an organization to succeed

in an ever changing world. The eight step process includes increasing urgency, building the guiding team, getting the vision right, communicating the vision for by in, empowering action, Creating short term wins, Don't let up, and making change stick. There are certain functions those are related with Kotter's eight steps.

Establishing a sense of urgency is consisted of examining market and competitive realities and identifying and discussing crises, potential crises or major opportunities. However an assemble of a group with enough power to lead the change effort and encouraging the group to work as a team are included in creating the guiding coalition. Although creating a vision for helping will direct the changing effort and developing strategies for achieving that vision is included in developing a change vision. Hence the above mentioned steps are explained through some certain functions as mention in this Para.

There are five principles in change management. They are involving, agreeing, supporting from people within system at all the time, understanding where you or organization is at the moment, understanding where you want to be when, why and what the measures will be for having got there, planning development of the following third process in appropriate, achievable, measurable stages and communicating, involving, enabling and

facilitating involvement from people as early and openly and as fully as it possible.

Eventually change management acknowledges with the significant factors and also in fluencies the trend of functioning in an organization. So the principles, policies and steps of change management will motivate to achieve the effective target of an organization without any complexities or difficulties.



B.Subashan
2nd year

Knowledge Management

Introduction

In practice, Knowledge management often encompasses identifying and mapping intellectual assets within the organization, generating new Knowledge for competitive advantage within the organization, marking vast amounts of corporate information accessible, sharing of best practices and technology that enables of the above including group ware and intranets.

Knowledge management is hard to define precisely and simply that's not surprising. How would a nurse or doctor define "health care" succinctly? How would a chief Executive officer describe "management"? How would a chief financial officer describe "compensation"? Each of those domains is complex, with many sub-areas of specialization. Nevertheless, we know "health care" and "management" when we see them, and we understand the major goals and activities of those domains.

Knowledge

Knowledge also refers to a person's state of being with respect to somebody of information. These states include ignorance, awareness, familiarity, understanding, facility, and so on.

Knowledge Management (KM)

KM is a newly emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including

knowledge creation, codification, sharing and how these activities promote learning and innovation. In practice, KM encompasses both technological tools and organizational routines in overlapping parts.

Rudy Ruggles, a leading KM thinker/practitioner s has identified the following items as integral components of KM:

- Generating new knowledge.
- Accessing valuable knowledge from outside sources.
- Using accessible knowledge in decision making.
- Embedding knowledge in processes, products and/or services.
- Representing knowledge in document, database and software.
- Facilitating knowledge growth through culture and incentives.

Importance of KM

Importance economics and business theorists have alluded to or identified knowledge as the ultimate competitive advantage for the modern firm. That is it is a resource that is difficult to impossible to imitate or co-opt giving its possessor a unique and inherently protected commodity. Therefore, any techniques or methods which sustain knowledge growth and distribution are key to the success of today's organizations.

A variety of factors have contributed to the growth of and interest in KM. Robert E. cole identifies eight of them

- Accelerating pace of change.
- Staff attrition.
- Growth in organizational scope.
- Geographic dispersion associated with globalization of markets.
- Global integration
- Increase in networked organizations
- Growing knowledge- intensity of goods and services.
- Revolution in information technology.

Why we need Knowledge management now?

Why do we need to manage knowledge? Ann Macintosh of the Artificial Intelligence Applications Institute identifies some of the specific business factors including:

- Marketplaces are increasingly competitive and the rate of innovation is rising.
- Reductions in staffing create a need to place informal knowledge with formal methods.
- Competitive pressures reduce the size of the work force that holds valuable business knowledge
- The amount of time available to experience and acquire knowledge has diminished.
- Early retirements and increasing mobility of the work force lead to loss of knowledge.

In brief knowledge and information have become the medium in which business problems occur. As a result managing knowledge represents the primary opportunity for achieving substantial savings, significant improvements in human performance and competitive advantages.

The KM Process

In order to organize this site a thesaurus—which has special meaning for information management was created. It is comprised of KM terms that are grouped in categories. These categories imply the process of KM, which is circular and unending. That is participants in the KM process may enter it at any point and traverse it repeatedly. Additionally each category often presents decision-making opportunities passive and active, and the categories help identify a knowledge domain. The categories are:

- Asset utilization
- Knowledge Evaluation
- Knowledge Improvement
- Knowledge Accumulation
- Knowledge Generation
- Knowledge Sharing
- Knowledge Protection

Knowledge management: a cross disciplinary domain

Knowledge management draws from a wide range of disciplines and technologies.

Cognitive science

Insights from how we learn and know will certainly improve tools and techniques for gathering and transferring knowledge.

Expert systems, artificial intelligence and knowledge base management systems(KMBS)

AI and related technologies have acquired and undeserved reputation of having failed to meet their own and the marketplace's high expectations.

Technical writing

Also under appreciate even sneered at as a professional activity, technical writing forms a body of theory and practice that is directly relevant to effective reorientations and transfer of knowledge.

Document management

Originally concerned primarily with managing the accessibility of images, document management has moved on to making content accessible and re-usable at the component level.

Semantic networks

Semantic networks are forward from ideas and typed relations among them. Semantic nets are now in use in mainstream professional applications, including medicine to represent domain knowledge in an explicit way that can be shared.

Relational and object databases

Although relational database are currently used primarily as tools for managing "Structured" data and object-oriented database are considered more appropriate for 'unstructured' content.

Simulation

Knowledge management expert Karl-Erik Sveiby suggests "simulation" as a component technology of Knowledge management referring to "computer simulation" manual" simulations as well as role plays and micro arenas for testing out skills.

Organizational science

The science of managing organizations increasingly deals with the

need to manage knowledge often explicitly.

Conclusion

Knowledge management is the collection of processes that govern the creation, dissemination and utilization of Knowledge. In one form or Knowledge. Management has been around for a very long time. Practitioners have included philosophers, Priests teacher's politicians, scribes, Liberians, etc.

So if Knowledge management is such an ageless and broad topic what role dose it serve in today's information Age? These Processes exist whether we Knowledge them or not and they have a profound effect on the decisions we make and the actions we take both of which are enabled by Knowledge of some type. If this is the case and we agree that many of our decisions and actions have profound and long lasting effects it makes sense to recognize and understand the processes that effect or actions and decision and where possible take steps to improve the quality these processes and in turn improve the quality of those actions and decision Knowledge management is not "a technology thing" or a "Computer thing" It we accept the premise that knowledge management is concerned with the entire process of discovery and creation of Knowledge, dissemination of Knowledge and the utilization of Knowledge. Knowledge management has already been embraced as a source of solutions to the problems of today's business.

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Material from Wikipedia: Knowledge management



Janathiri.S
2nd Year

MANAGE YOUR PROJECT ON TIME EVERY TIME

Many people and organizations today have a new or renewed interest in project management. Until the 1980s, project management primarily focused on providing schedule and resource data to top management in the military and construction industries. Today's project management involves much more, and people in every industry and every country manage projects. New technologies have become a significant factor in many businesses.

Today's companies, governments, and non-profit organizations are recognizing that to be successful, they need to be conversant with and use modern project management techniques. Individuals are realizing that to remain competitive, they must develop skills to become good project managers. They also realize that many of the concepts of project management will help them in their everyday lives as they work with people and technology on a day to day basis.

Project management is the business process of creating a unique product, service or result. A project is a finite endeavor having a specific start and completion dates undertaken to create a quantifiable deliverable. Projects undergo progressive elaboration by developing steps and predictable increments that are tied to benchmarks, milestones and completion dates. This finite characteristic of projects stands in sharp contrast to processes, or operations, which are permanent or semi-permanent functional work to repetitively produce the same product or service. In

practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management philosophy.

The primary challenge of project management is to achieve all of the goals of the project charter while adhering to three out of the four classic project constraints sometimes referred to as the "triple constraints". The four constraints are defined as scope, time, cost and quality.

The more ambitious goal of project management is to carry the project through the entire project management life cycle. The project management life cycle consists of five phases called project management process. Group project initiation, project planning, project executing, project monitoring and controlling and project closing.

Each project management process utilizes the nine knowledge management areas of the project management life cycle which are integration management, scope management, time management, cost management, quality management, human resource management, communication management and procurement management.

You've just been appointed to manage a project. How do you get started? What steps do you do next? How do you maximize your chances for success? The project management steps below guide you

through the process of managing any project, step by step.

Define the scope

The first, and most important step in any project is defining the scope of the project. What is it you are supposed to accomplish by managing this project? What is the project objective? Equally important is defining what is not included in the scope of your project. If you don't get enough definition from your boss, clarify the scope yourself and send it back upstairs for confirmation.

Determine Available Resources

What people, equipment, and money will you have available to you achieve the project objectives? As a project manager, you usually will not have direct control of these resources, but will have to manage them through matrix management to find out how easy or difficult that will be to do.

Check the timeline

When does the project have to be completed? As you develop your project plan you may have some flexibility in how you use time during the project, but deadlines usually are fixed. If you decide to use overtime hours to meet the schedule, you must weigh that against the limitations of your budget.

Assemble your project Team

Get the people on your team together and start a dialog. They are the technical experts. That's why their functional supervisor assigned them to the project. Your job is to manage the team.

List the Big Steps

What are the major pieces of the project? If you don't know, start by asking your team. It is a good idea to list the steps in chronological order but don't obsess about it, you can always change the order later.

List the smaller steps

List the smaller steps in each of the larger steps. Again, it usually helps you remember all the steps if you list them in chronological order. How many levels deep you go of more and more detailed steps depends on the size and complexity of your project.

Develop a preliminary plan

Assemble all your steps into a plan. What happens first? What is the next step? Which steps can go on at the same time with different resources? Who is going to do each step? How long will it take? There are many excellent software packages available that can automate a lot of this detail for you. Ask others in similar positions what they use.

Create your Baseline plan

Get feedback on your preliminary plan from your team and from any other stakeholders. Adjust your timelines and work schedules to fit the project into the available time. Make any necessary adjustments to the preliminary plan to produce a baseline plan.

Request project adjustments

There is almost never enough time, money or talent assigned to a project. Your job is to do more with the limited resources than people expect. However, there are often limits placed on a project that are simply unrealistic. You need to make your case and present it to your boss and request these unrealistic limits be changed. Ask for the changes at the beginning of the project. Don't wait until it's in trouble to ask for the changes you need.

Work Your Plan, But Don't Die For It

Making the plan is important, but the plan can be changed. You have a plan for driving to work every morning. If one intersection is

blocked by an accident, you change your plan and go a different way. Do the same with your project plans. Change them as needed, but always keep the scope and resources in mind.

Monitor Your Team's Progress

You will make little progress at the beginning of the project, but start then to monitor what everyone is doing anyway. That will make it easier to catch issues before they become problems.

Document Everything

Keep records. Every time you change from your baseline plan write down what the change was and why it was necessary. Every time a new requirement is added to the project write down where the requirement came from and how the timeline or budget was adjusted because of it. You can't remember everything, so write them down so you'll be able to look them up at the end-of-project review and learn from them.

Keep Everyone Informed

Keep all the project stakeholders informed of progress all along. Let them know of your success as you complete each milestone, but also inform them of problems as soon as they come up. Also keep your team informed. If changes are being considered, tell the team about them as far ahead as you can. Make sure everyone on the team is aware of what everyone else is doing

So, in a nutshell these are the best practices and the main things that I would expect all project managers to do. They are applicable on all projects big or small. Project management is not rocket science. Applying best practices on your project cannot guarantee that your project comes in under budget, on time and exceed all the expectations of the stakeholders, but applying them will certainly give you a much better chance of delivering your project

successfully than if you don't apply them on your project.

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S. BAMINI
2nd year

ONLINE MARKETING

INTRODUCTION

Online marketing very is different from ordinary business marketing and brings six categories of organic benefit cost are reduced, capability is increased, communication are refined, control is enhanced, customer service is improved and competitive advantage may be achieved depending on the competitor's reaction.

Online marketing processes include not only E-marketing and sales, but supply chain and channel management, manufacturing and inventory control, financial operation and employee's work flow procedures across an entire organization. Customer satisfaction is the important aspect of business development through E-marketing. Online marketing or E-marketing is always confused with E-commerce.

DEFINITION

Online marketing is used by companies selling goods and services directly to consumers as well as those who operate on a business -to- business model. There are some common areas of online marketing.

1. **Affiliate marketing;** a business recruits associates to promote the company's product or service.

2. **Display advertising;** use of web banners placed on a third -party website to drive traffic to a company's increased product awareness.
3. **E mail marketing;** companies that use email markets send promotional emails directly to customers.
4. **Interactive advertising;** the use of animations and other graphic techniques to create ads that engage the viewer and invite participation.
5. **Search engine marketing;** search engine marketing techniques that companies can use to increase their visibility.
6. **Viral marketing;** companies encourage customers to pass along information about their product or service.

FOUR ONLINE MARKETING DEFINITION

MARKETING TERMS

Is a comprehensive website for anyone interested in online marketing .This site features addiction with cross referenced definitions and basic information for beginners, as well as links to in depth articles that provide the information a

marketing professional will need to succeed in today's business environment.

MARKETING APPRENTICE

Offers an easy-to-understand related to the online marketing industry with a number of cross-references and related link.

SEOBOOK

Is an exclusive to the search engine aspect of online marketing. Can be a bit technical for the marketing novice, but the information is extremely useful for anyone who is determined to create a successful website.

AMERICAN MARKETING ASSOCIATION

For several online marketing terms as well as general marketing information.

ADVANTAGES OF ONLINE MARKETING

1. Compare cost with the scope of the target audience for a comparatively reduced advertising budget, companies can now reach for target demographic.
2. Customers can shop at their own convenience, and are able to research products and price from the comfort of their own home.
3. Marketers can measure all sorts of stabilities pertaining to the success of their online marketing campaigns.
4. Increase in revenues through optimal customer and partner management.

DISADVANTAGES OF ONLINE MARKETING

1. The user can experience a similar level or presentation without the problems that occur when limited

capacity device struggles to cope with broad hand-focused material.

2. Consumers can't gain firsthand experience of a physical product before he or she buys it.
3. Generally the bigger and more well-known the company, the lesser the security risk.
4. Online marketing has become the store front process of many of the world's largest companies. In this current climate of connectivity, any company without an online presence may as well not exist.

CONCLUSION

Driven by competitive pressures, companies are employing online marketing for a variety of purposes. Its main advantage is the increase in revenue through optimal customer and partner management. Online marketing strengthens the operational core of a business by reducing the amount of loss and instability. Industry structure enhances customer relations and removal of intermediations, agents and distributors.



U.Thanushanth
2nd Year

Mobile Marketing

Definition of Mobile Marketing:-

Mobile Marketing is a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through any mobile device/network.

Mobile Marketing is commonly known as wireless marketing. However wireless is not necessarily Mobile for instance a consumer's communications with a website from a desktop computer at home, with signals carried over a wireless local area network [WLAN] or over a satellite network would quality as wireless but mobile communications.

Mobile Marketing via SMS

Marketing on a mobile phone has become increasingly popular ever since the rise of SMS (Short Message Service) in the early 2000s. In Europe and some parts of Asia when business started to collect mobile phone numbers and send of wanted(or unwanted)content on average SMS Message are read within four minutes marketing them highly convertible.

Mobile Marketing via SMS has expanded rapidly in Europe and Asia as a new channel to reach the consumer. SMS Initially received negative media coverage in many parts of Europe for being a new form of spam as some advertisers purchased Lists and sent unsolicited content to consumer's phones. operators, SMS has become however as guidelines are put in place by the mobile most popular branches of the mobile marketing industry with several 100millions advertising SMS sent out every month in Europe alone.

Mobile Marketing via MMS

MMS Mobile Marketing can contain a timed slides how of Images, text, audio and video. This mobile content is delivered via MMS(Multimedia Message Service). Nearly all new phones produced with a color screen are capable of sending and receiving Standard MMS message. Brands are able to both send (mobile terminated) and receive (mobile originated) rich content through MMS. A-Z (Application to Person) Mobile networks to mobile subscribers. In some networks and also able to sponsor messages that are sent P-P (Persons to Persons). A good example of MMS mobile originated Motorola's ongoing campaigns at House of Blues venues. Where the brand allows the consumer to send their mobile photos to the 2ED board in real times as well as blog their images online.

Mobile Web Marketing

Google

Yahoo

Alta vista

Google, Yahoo and other major mobile content providers have been selling advertising placement on their properties for years already as of the time of this writing. advertising networks focused on mobile properties and advertisers are also available additionally web forms on web pages can be used to integrate with mobile texting sources for Reminders about meeting seminars and other important events that assume users are not always at their computers.

Mobile Marketing via QR codes

QR (or Quick Response) codes have been growing in popularity in Asia and Europe but have until 2011 been to be adopted in North America.

Mobile Marketing via Bluetooth

The rise of Bluetooth started around 2003 a few companies in Europe have started establishing successful business most of these business offer

MM QR codes

Originally approved as an ISS standard in 1997 with Denso-wave first developed the standard for tracking automobile parts in Japan.

Mobile Marketing in Sri Lanka

Below are your search results for mobile marketing solutions in Sri Lanka. There are currently 5 worldwide Listings in mobile marketing solutions find trade mobile marketing solutions in Sri Lanka and convention mobile marketing solutions in Sri Lanka on convention

Sri Lankans many companies used to the mobile marketing that's using Types:-

- SMS
- MMS
- Audio, Video, Advertising [sport Intervals, Drama Intervals]
- Internet, E-mail
- Banners

Mobile marketing is a street market to big company using this MM. Mobile marketing using some Sri Lankan Organizations are bellow:-

- H.N.B
- Commercial Bank
- Insurance companies
- Private companies:- DSI Bata, Tyre Tube
- Pipes company MAX Box company
- SLT, Dialog and Airtel

This organizations used to the mobile marketing in Sri Lanka

Mobile marketing is a recent year's development the Sri Lanka this develops in every district is big developed in some short years is Sri Lanka.

Mobile marketing controlled by the mobile marketing association.

Mobile marketing contribution of Sri Lanka

Increase the vacancies of Sri Lanka

Increase the sales of Sri Lankan companies

Increase the profits of Sri Lankan companies

Develop the marketing of Sri Lanka

Attract the foreign companies in Sri Lanka

Mobile marketing is two types:-

- Inside M.M
- Outside M.M



A.P.Nixon
2nd year

Mobile Phone technologies

A mobile phone (also known as a cellular phone, cell phone and a hand phone) allows calls into the public switched telephone system over a radio link. Early mobile phones were usually bulky and permanently installed in vehicles; they provided limited service because only a few frequencies were available for a geographic area.

Modern mobile phones make use of the cellular network concept, where frequencies are re-used repeatedly within a city area, allowing many more users to share access to the radio bandwidth. A mobile phone allows calls to be placed over a wide geographic area; generally the user is a subscriber to the phone service and does not own the base station. By contrast, a cordless telephone is used only within the range of a single, private base station.

A mobile phone can make and receive telephone calls to and from the public telephone network which includes other mobiles and fixed-line phones across the world. It does this by connecting to a cellular network provided by a mobile network operator.

In addition to telephony, modern mobile phones also support a wide variety of other services such as text messaging, MMS, email, Internet access, short-range wireless communications (infrared, Bluetooth), business applications, gaming and photography. Mobile phones that offer these more general computing capabilities are referred to as smart phones.

The first hand-held mobile phone was demonstrated by Dr Martin Cooper of Motorola in 1973, using a handset weighing 2 1/2 lbs (about 1 kg). In 1983, the DynaTAC

8000x was the first to be commercially available. In the twenty years from 1990 to 2010, worldwide mobile phone subscriptions grew from 12.4 million to over 4.6 billion, penetrating the developing economies and reaching the bottom of the economic pyramid.

Mobile Industry Processor Interface

The most commonly used data application on mobile phones is SMS text messaging. The first SMS text message was sent from a computer to a mobile phone in 1992 in the UK, while the first person-to-person SMS from phone to phone was sent in Finland in 1993.

Other non-SMS data services used on mobile phones include mobile music, downloadable logos and pictures, gaming, gambling, adult entertainment and advertising. The first downloadable mobile content was sold to a mobile phone in Finland in 1998, when Radiolinja (now Elisa) introduced the downloadable ringtone service. In 1999, Japanese mobile operator NTT DoCoMo introduced its mobile Internet service i-Mode which today is the world's largest mobile Internet service.

The first mobile news service, delivered via SMS, was launched in Finland in 2000. Mobile news services are expanding with many organizations providing "on-demand" news services by SMS. Some also provide "instant" news pushed out by SMS.

Mobile payments were first trialled in Finland in 1998 when two Coca-Cola vending machines in Espoo were enabled to work with SMS payments. Eventually, the idea spread and in 1999 the Philippines launched the first commercial mobile

payments systems, on the mobile operators Globe and Smart. Today, mobile payments ranging from mobile banking to mobile credit cards to mobile commerce are very widely used in Asia and Africa, and in selected European markets.

Power supply

Mobile phones generally obtain power from rechargeable batteries. There are a variety of ways used to charge cell phones, including USB, portable batteries, mains power (using an AC adapter), cigarette lighters (using an adapter), or a dynamo. In 2009, the first wireless charger was released for consumer use.

Battery

Formerly, the most common form of mobile phone batteries were nickel metal-hydride, as they have a low size and weight. Lithium ion batteries are sometimes used, as they are lighter and do not have the voltage depression that nickel metal-hydride batteries do. Many mobile phone manufacturers have now switched to using lithium-polymer batteries as opposed to the older Lithium-Ion; the main advantages of this being even lower weight and the possibility to make the battery a shape other than strict cuboid. Mobile phone manufacturers have been experimenting with alternative power sources, including solar cells. A prototype mini solar panel from Wysips was able to use perfectly as 'live phone' with Android phone. The mini solar panel can be installed on the Android phone screen; although the phone battery is still needed due to the solar panel solely has not been able to produce enough energy.

Central processing unit

Mobile phones have central processing units (CPUs), similar to those in computers, but optimized to operate in low power environments.

Mobile CPU performance depends not only on the clock rate (generally given in multiples of hertz) but also the memory hierarchy also greatly affects overall performance. Because of these problems, the performance of mobile phone CPUs is often more appropriately given by scores derived from various standardized tests to measure the real effective performance in commonly used applications.

Usage

Mobile phones are used for a variety of purposes, including keeping in touch with family members, conducting business, and having access to a telephone in the event of an emergency. Some people carry more than one cell phone for different purposes, such as for business and personal use. Multiple SIM cards may also be used to take advantage of the benefits of different calling plans—a particular plan might provide cheaper local calls, long-distance calls, international calls, or roaming. A study by Motorola found that one in ten cell phone subscribers have a second phone that often is kept secret from other family members. These phones may be used to engage in activities including extramarital affairs or clandestine business dealings. The mobile phone has also been used in a variety of diverse contexts in society, for example:

Organizations that aid victims of domestic violence may offer a cell phone to potential victims without the abuser's knowledge. These devices are often old phones that are donated and refurbished to meet the victim's emergency needs.

Reference:-

From Wikipedia, the free encyclopedia



K.priyanthini
2nd year

Marketing Myopia

Every major industry was once a growing industry. But some that are now riding a wave of growth enthusiasm are very much in the shadow of decline others which are thought of as seasoned growth industries have actually stopped growing. In every case the reason for growth is threatened, slowed, OR stopped is not because there has been a failure of management.

When there is a failure, people responsible for it in the last analysis, are those who deal with broad aims and policies.

The rail road did not stop growing because the need for passenger and freight transportation declined. That grew the rail roads are in trouble today because the need was filled by others. (car, trucks, airplanes, even telephone) but because it was not filled by the rail roads themselves.

They let others take customers away from them. Because they assumed themselves to be in the rail road business rather than in the transportation business. The reason they defined their industry incorrectly was that they were rail road-oriented and were product oriented.



T.I.Wickramaarachchi
Assistant lecturer in English

Effective Communication Skills English

Effective communication skills are imperative for any individual to succeed as a social being as they help to construct and nature human relationships. In fact any human society without at least a basic system of communication (either a fully competent language or a basic sign system) is inconceivable. At another level effective communication receives much significance in field such as Management where the loss of communication could very well result in having a negative impact on financial gains. Then imagine a situation in which a manager fails to communicate ideas effectively at a company board meeting. What kind of impression will she/he create? Obviously the colleagues will form a negative opinion of the person. In this business world where opinions and attitudes may well decide the success or failure of a business venture, lack of communication skills in this manner will hamper not only the growth of an individual but also the progress of her/his organization.

The problem that many of the manager "budding" as well as "fully-fledged" face in countries such as ours is that they have to develop effective communication skills in languages other than their own mother tongue. In this regard English language skills have proven to be the most demanding due to the acceptance of English as a global language. Though the prestigious status ascribed to English as the most dominant language in the world can be problematized, it is practically impossible to conceive achieving

any success without English in the present geo-political climate.

An undeniable asset of English is its distribution among different communities and societies around the world. So a manager competent in English is able to reach a wider audience and extend links locally as well as internationally. In this manner English will function as a useful "link language" facilitating the creation of a business communication network irrespective of individual differences in terms of their first language. Interestingly, in our country, English is officially recognized by the constitution as "link language" facilitating communication among different ethnicities. Therefore, at the local levels as well as in the world beyond our shores, the importance of English in fields like management cannot be neglected.

English language also provides access to the global centers of knowledge. Whether this comes as a mere book written or a English or a website in the Internet, much of the information is in English. So lack of English skills will deny an individual this knowledge limiting her/him to that which is available in her/his non English languages which will be insufficient. Then it is impossible for such an individual to exchange ideas and share knowledge at an international level with other groups and individual through any of the modern communications networks which predominantly use English, be they take the form of a simple e-mail or a much complex online conference! So a manager without sufficient communication skills in English in

this manner is at a serious disadvantage in relation to his counterpart with competence in English. While the former struggles to compete in the modern international business arena where all communication takes place through channels largely dominated by English, the latter will have the potential to develop her/his skills and knowledge through English by accessing the vast and varied sources of knowledge available in the language.

At a local level, the government declared 2009 the year of English and IT which was a much welcomed initiative as it was supposed to ensure that especially the youth of the country develop skills and knowledge in English and IT. A manager equipped with the competence in both the fields possesses such versatility to negotiate in any business or managerial situation which requires efficient communication skills on one hand she/he has the most dominate international language. And on the other hand she/he is well versed in IT. a combination which will ensure success at multiple level and contexts. The development of educational institutions providing skills and knowledge in both subjects as well as the interest the younger generation attaches to both fields are positive signs and it is the hope of the writer that the enthusiasm of the youth will continue to flourish in future.

One may very well argue that effective communications skills do not necessarily mean the competence of English. Isn't it possible to achieve perfection in communication in one's mother tongue and express ideas fluently and effectively? This is of course true as communication is possible through any from of human linguistic system and at the same time one may achieve perfect language competence only in her/his mother tongue. The purpose of this short essay is not to deny that fact but to create awareness of the importance of English language skills in

the modern world in fields like management due to the global hegemony of English as an international language and the manifold ways in which it determines the success or failure of an individual or an organization in the international business arena.



T.Pathmanigethan
2nd year

Current Trends in Information Technology (IT)

The information technology environment enables advances in organizational performance. The IT evolution could be described in the four traditional areas of Hardware, Software, Data and communication.

Hardware Trends

The development in semiconductors has led to the vast development in processing power of personal computers. Now this trend is well established, and in 1970s-1980s departmental minicomputers has been changed to more powerful Desktop and portable laptop computers. These Desktop and portable laptops are faster and contain more memory than the centralized mainframes of just a few years ago.

In 1990s the key architecture was "Client-Server Computing" Architecture. It involves computers working together via networks with the "client" machine on the desktop or laptop providing the user interface and the "Server" on the network holding the data and applications. This same client-server model is used for personal communication systems interacting with the Web.

Another major development in hardware is towards mobile computing, due to sophisticated small mobile phones and handheld devices like Personal Digital Assistants (PDA). This development is led by two factions: Telecom Companies and handheld computer manufactures, such as palm. The hardware is getting smaller and more powerful. Use of wireless hardware is becoming the norm for growing segments of the anytime, anyplace, workforce.

Software Trends

The early stage of the use of Software was to improve the productivity of in-house programmers, those who created mainly Transaction Processing Systems (TPS). These Transaction Processing Systems were software applications which designed in-house or off-the-shelf packages purchased. These off-the-shelf packages were well defined systems incorporated with best practices and hence became a viable alternative to in-house developed software.

As the business started to depend more on software applications, then Information System Managers began to pay more attention to applications beyond TPS, With the development of programming languages, many end users develop their own systems on their PC's using such languages as Visual Basic, Delphi etc.

During 1990s another type of software evolved called as "Open Source Software" and was primarily driven by software purchasers who were tired of being "locked in" to proprietary software. The open systems movement continues to demand that different products work together, that is "interoperate".

Another major trend in 1990s was towards Enterprise Resource Planning (ERP), a single integrated software application package for the whole business organization covering all functional areas. Implementing ERP involves integrating components, which is called systems integration rather than in-house application development. Companies replace legacy systems with a suite of tightly integrated ERP applications. ERP has proven

to be expensive and troublesome, especially for those companies wanting to modify the software to fit their unique processes.

Due to development in web Technologies and communication Technologies, like hardware, software is migrating to be network centric. Many companies use Web front-ends to broaden access and “empower” employees, customers and suppliers. One example is what is called a “Corporate Portal”, where employees log into their company intranet (which is maintained by a third party) and utilize software housed on that site. This approach moves the software from being decentralized (on PCs) to being centralized. It also reduces the capital outlay for software; the software is rented rather than bought.

Data Trends

At the early stage of information processing, discussions on data were about techniques to manage data in a centralized environment. Due to advent of fourth-generation languages and powerful PCs made interest in letting employees directly access corporate data.

In addition to distributing data, the major trend in the early 1990s was expanding the focus from data resources to information resources, both internal and external to the firm. Data management organizes internal facts into data record format. Information Management, on the other hand, focuses on concepts (such as ideas found in documents, especially digital documents such as Web pages), from both internal and external sources. Thus “information resources” contain a richer universe of digitized media, including voice, video, graphics, animation and photographs.

Managing this expanded array of information resource requires new technologies. Data warehousing has arisen to store huge amounts of historical data from such systems as retailers’ point-of-sale

systems. Data mining uses advanced statistical techniques to explore data warehouses looking for previously unknown relationships in the data, such as which clusters of customers are the most profitable. Similarly massive amount of document-based information is organized into document repositories and analyzed with document mining techniques. And now businesses emphasize managing the intellectual capital of the organization and highly address the Information Security policies. The knowledge management is of major importance in the new economy because the intangibles hold the competitive value.

Communication Technology Trends

This is the last major trend in Information Technology. Telecommunication field has experienced enormous change, and has now taken center stage. Telecom opened up new uses of information systems so it became an integral component of IS management. Communication-Based information systems were used to link organizations to their suppliers, customers and employees.

Communication Technology is crucial for distributing computing, cloud computing which is discussed in new hardware trend. Local Area Networks (LANs) connected to Wide Area Networks (WANs) allow computer connectivity to be at a level akin to that of voice connectivity provided by the worldwide telephone systems. The growth of these network infrastructures within companies further shifted mainframe-centered computing to network-centric computing. Intranets support inters-organizational communication, exchanging information between Company’s suppliers and customers. Internets support the organization to have e-commerce, global reach doing business anywhere at any time.

The Internet, and its dramatic growth in business, primarily through

electronic mail, and the World Wide Web, has complicated this shift. Development of the telecom infrastructure that interconnects organizations and individuals around the world has launched electronic commerce, communications, education and entertainment on global scale.

Networking of computer-based equipment together with Internet Protocol (IP) based technologies have blurred the boundaries between industries, and between private and working life. Cable TV provides Internet access, consumer electronics firms make hybrid PC/TVs, and telephone companies make smart phones (IP Telephones), combining the functionality of PCs, cellular telephones, pagers and fax machines in small, portable products. The development of these and other "information appliances" is giving rise to new kind of products and services like Video Conferencing, Broad Band Internet Access, Wire-less Broad Band Access, mobile Commerce, mobile-TV, and IPTV etc.



Thanursha. K
2nd Year.

Impact of world economic crisis on Sri Lankan Economy

The late-2000s financial crisis (often called the Credit Crunch or the Global Financial Crisis) is considered by many economists to be the worst financial crisis since the Great Depression of the 1930s. It resulted in the collapse of large financial institutions, the bailout of banks by national governments, and downturns in stock markets around the world. In many areas, the housing market had also suffered, resulting in numerous evictions, foreclosures and prolonged vacancies. It contributed to the failure of key businesses, declines in consumer wealth estimated in trillions of U.S. dollars, and a significant decline in economic activity, leading to a severe global economic recession in 2008.

The financial crisis was triggered by a liquidity shortfall in the United States banking system in 2008. The collapse of the U.S. housing bubble, which peaked in 2007, caused the values of securities tied to U.S. real estate pricing to plummet, damaging financial institutions globally. Questions regarding bank solvency, declines in credit availability and damaged investor confidence had an impact on global stock markets, where securities suffered large losses during 2008 and early 2009. Economies worldwide slowed during this period, as credit tightened and international trade declined. Governments and central banks responded with unprecedented fiscal stimulus, monetary policy expansion and institutional bailouts. Although there have been aftershocks, the financial crisis itself ended sometime between late-2008 and mid-2009.

The world economic crisis affects Sri Lankan economy in many ways, the world financial

crisis cut 2009 tourist arrivals in Sri Lanka to their lowest level in seven years, potentially stripping gains expected as a 30-year war has come to an end, tourism officials said.

Tourism is the Indian Ocean island nation's fourth-biggest source of foreign exchange after garments, remittances, and tea, and is an industry that has stayed alive during a war with Tamil Tiger separatists that started in 1983.

Despite the conflict and occasional bombings in the capital Colombo, many visitors still flock to Sri Lanka's white-sand beaches, visit its ancient cities, or make pilgrimages to sites sacred primarily to Buddhists and Hindus.

Central bank data showed tourism brought the island \$304 million in revenue in the first 11 months of the year, 10 percent less than same period last year.

Another report of Central Bank of Sri Lanka says the economic performance in 1998 has to be assessed in the context of a highly unstable external environment where the entire world economy was experiencing the worst economic crisis since the great depressions in the early 1930s. "Slower growths in the world economy and stiff competition on the world market have pulled down the growth of Sri Lanka's foreign trade. Low growth was mainly due to the shrinking international trade.

Sri Lanka took in three-fourths of its export earnings from industrial exports, but the growth in these exports declined to a meager 3 percent last year, from 14 percent in the preceding year. The growth in overall export earnings was also down to 2.1 percent. The report said: "This situation was the result of slow growth in textiles,

garments and tea, and the negative growth in natural rubber and some of the rubber-based products, gems and jewelers. These sectors were affected by the lower global aggregate demand and the increased competition from the East Asian countries.



Swasthika. S
1st year

Unemployment

One of the biggest problems in Sri Lanka is unemployment. Every year the unemployed youths are increasing in number. Among them most of the unemployed are educated youths. Now every day, we can see in the newspapers that many graduates and educated youths are rushing to the education ministry seeking employment. Unemployment is the main reason for the unrest in the universities every year in Sri Lanka some of the unemployed youths are resorting to the members of the public.

How can this problem be solved? This question cannot be answered so easily because this problem cannot be solved easily. Every government is taking action to solve this problem. Youths are being told to cultivate land. But the youths are not willing to do so because farmers in Sri Lanka are very poor. It doesn't rain in the time, the crops will die away and they will incur losses. But now the government is helping the farmers in many ways. They are constructing tanks in all parts of Sri Lanka so, they can supply water for at least one season. They are giving manure at cheap rates. They also give seed paddy and loans. All the youths cannot be employed in farming.

So some youths must be given jobs in industries. So the government must start many new industries. But our government cannot afford to start many industries. As there is no money. It is taking action to start whatever industries it can with the help of money given by the order countries and the World Bank.

Recent unemployment range in Sri Lanka

<u>Year</u>	<u>Unemployed %</u>
2007	6%
2008	5.2%
2009	5.7%
2010	4.9%

The real cause of unemployment in Sri Lanka is the out dated system of education. The British system of education was to in people to main the government offices with clerks and administrators. The same system of education prevails even today therefore several educated youths are unemployed. When the students are studying, their ambition is get good posts in government and firm when, they finish their studies they start to apply for jobs. How can all get jobs? Many students are eligible to enter universities but the university admissions are limited.

In order to solve this problem the government should open up new industries and the education system too should be changed to enable youths to educate themselves in solving the problem is to make the people of this country work at all times for the country. It this is done Sri Lanka will soon become an industrial and agricultural nation like Japan.



Priya.S,
2nd year

Strategic Management

Introduction

In today's highly competitive business environment, budget oriented planning or forecast-based planning methods are insufficient for large corporation survive and prosper. The firm must engage in strategic planning that clearly defines objectives and assesses both the internal and external situation to formulate strategy, implement the strategy to formulate strategy, evaluate the process and make adjustments as necessary to stay on track.

Strategic Management

Strategic management is the process of formulating strategic and strategic plans, and managing the organization to achieve them.

Strategic management takes place within the context of the mission of the organization and a fundamental task of Strategic management will be to ensure that the mission is defined and relevant to the basic purpose of the organization within its changing environment.

And also, Strategic management is concerned with both ends and means. As an end, it describes a vision of what the organization will look like in a few years' time. As a means, it shows how it is expected that the vision will be realized.

Five task for Strategic management

Strategic management states the five tasks in the following ways.

1. Develop strategic vision and mission.
2. Setting measurable objective
3. Crafting a strategy to achieve objectives.

4. Implementing and executing strategy.
5. Evaluating performance, reviewing new development and initiating corrective adjustments.
- 6.

Developing a vision and mission

It is an important task to inject sense of purpose into firm's activities, provide long term direction, give firm strong identity; any decide "who we are, what we do, and where we are headed".

Strategic vision of an organization can be considered as a view of an organization's future direction and business course, a guiding concept for what the organization is trying to do and to become.

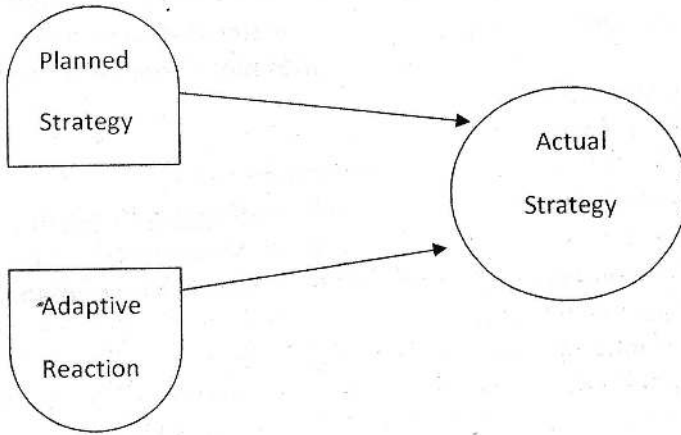
Why a shared vision matters.

- A strategic vision widely shared among all employees functions similar to how a magnet aligns iron filings.
- When all employees are committed to firm's long term direction, optimum choices on business decisions are more likely relating to individuals and teams who know intent of firm's strategic vision, and daily execution of strategy which is improved.

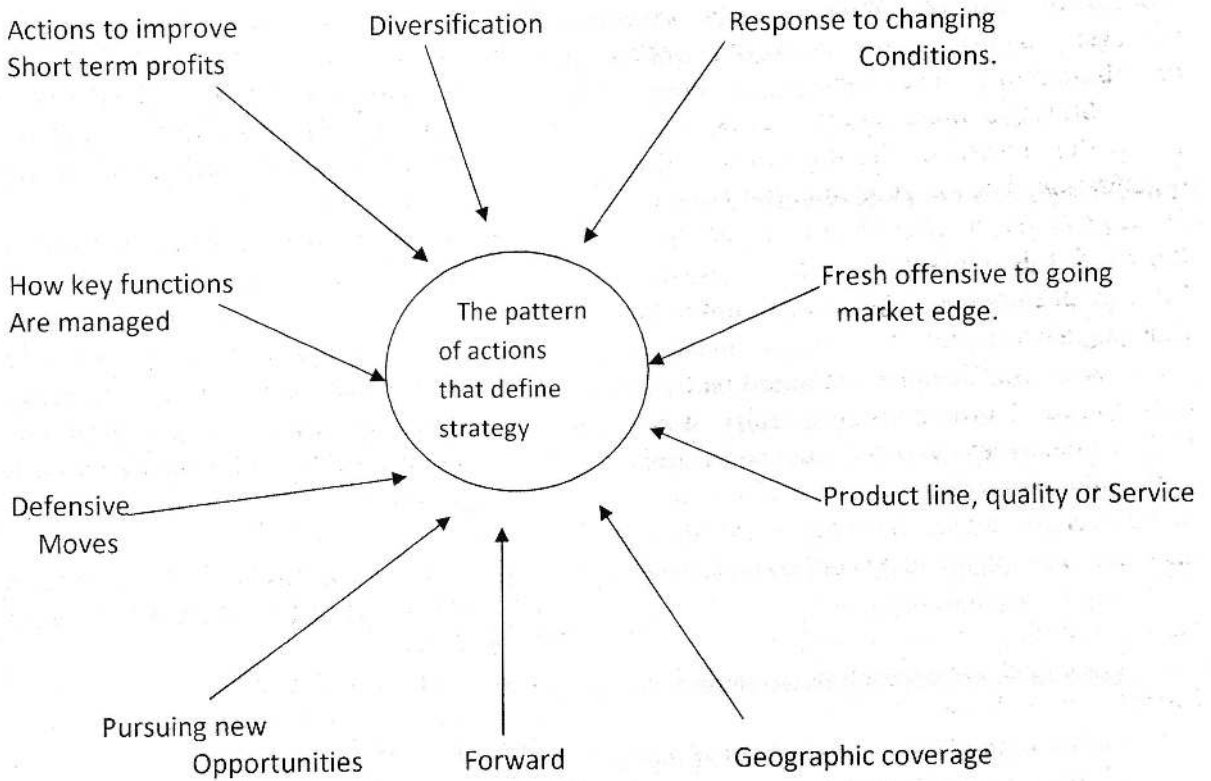
Types of objectives of strategic management. Generally, there are 2 types of objectives.

1. Financial objectives
Out comes that relate to improve firm's financial performance
2. Strategic objectives
Out comes that will result in greater competitiveness and stronger long term market position.

Strategy as planned and reactive to changing circumstances.



Understanding company strategy



Characteristics of Strategic management process

- Need to perform tasks never goes away because changes occur regularly.
- Boundaries among tasks are blurry.
- Doing the tasks is not isolated from other managerial activities.
- Time required to do tasks comes in lumps and spurts.
- Pushing to get best strategy supportive performance from each employee, perfecting current strategy, and improving strategy execution.
- Strategic management tasks can be performed by chief executive officer and other senior corporate level executives, managers of subsidiary business units, functional area managers within a subsidiary business unit and managers of major operations departments and geographic units.

- Unites numerous strategy related decisions of managers at all organizational levels.
- Creates a proactive rather than reactive atmosphere
- Enhance long range performance.

Reference:-

- ❖ www.quickmba.com
- ❖ Richard. d Irwin Inc
Strategic management

Strategic roles of a Board of directors.

- See that Strategic management tasks and performance adequately.
- Review important strategic moves and officially approve strategic plans.
- Ensure strategic proposals are adequately analyzed and superior to alternatives.
- Evaluate caliber of top management's strategy-making and implementing skills.

Benefits of strategic approach to managing.

- Guides entire firm regarding "what it is we are trying to do and to achieve.
- Lowers management's threshold to change.



N. Sureka
2nd Year

STRATEGIC PROGRESS OF RESTRUCTURING THE PUBLIC SECTOR INSTITUTION IN SRILANKA

It has been accepted in principal that non viable organization in the public sector be restructured in order to prevent them from declining further & make them viable & profitable. The objective of this article is to analyze the present position of the public sector, what made them to be non viable, advantage & disadvantages of above concept of restructuring & find out as to what extent that the objective of the restructuring is achievable in Sri Lanka.

There are two factors mainly responsible for this situation. One is mismanagement another is politicization.

In addition the management systems of most of these organizations have become redundant & infective due to recurrent changes that took place in global business environment. The ongoing globalization requires that most of this organization be restructured in order to suit the emergency of market economy & competition under globalizations.

It has been observed that the common objective of setting up state corporations & statutory boards in place of government department was that these organizations should be capable of implementing responsibilities entrusted to the free of our bureaucratic restrictions & red tapism.

In practice this objective had not been realized. It had become difficult for them to functions free business enter prices that fall in the line with the market competitiveness. In fact these organizations have become more vulnerable to the accessibility of political authorities.

Most of them were compelled in the past to change their programmers of work &

planning very frequently in order to fall in live with the political trends.

General characteristic of the public sector institutors are

- Non competitive.
- Non Profitable
- Non Productive
- Non attractive
- Non furnished office.
- Lock of communication skill
- Inefficient management
- Non flexibility in decision making.
- Bureaucratic structures
- Overstaffed.



B. Thusy
2nd year

The Training Process

Training

The basic process of teaching new employees the basic skills they need to perform their jobs.

Scope of training

Many new employees come equipped with most of the KSA needed to start work. Others may require extensive training before they are ready to make much of a contribution to their organizations. Almost any employee however needs some type of training on an ongoing basis to maintain effective performance.

The primary reason that organizations train new employees is to bring their KSA up to the level required for satisfactory performance. As a result of this training, employees may be over a effective on the

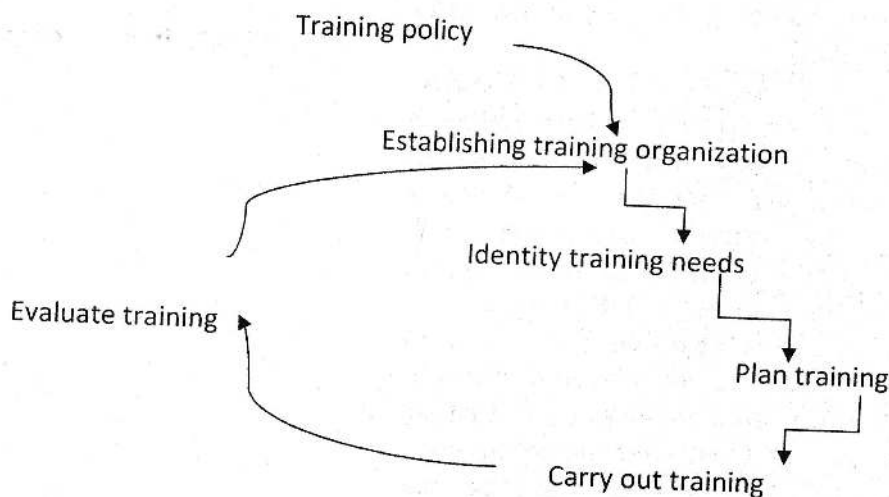
job and may be able to perform other jobs in other areas or higher levels.

Basic skills of training

Basic skills have become essential occupational qualifications, having profound implications for product quality, customer service, internal officoney and work place and environmental safety. A list of typical basic skills include the following reading, writing, computing, speaking, listening, problem solving, managing oneself, knowing how to learn, working as part of a team, leading others.

Training cycle

A systematic approach to training and development will generally follow a logical sequence of activities commencing with the establishment of a policy and the resources to sustain it. The diagram below illustrates,



Aims and objectives in training

- To improve sales staff product knowledge.
- To improve understanding of company policy.
- To inform sales staff of recent changes
- To increase confidence in dealing with clients.
- Training plans are central to the training process as the figure indicates.

The central role of training plans



A training plan is a systematic statement of training intention and the means by which they are to be achieved and measured. A plan may embrace the organization as a whole or just small part of it.

A systematic need analysis of training progress likely to indicate.
Stages in training need analysis.

Preparation → Data collection → Interpretation → Recommendations → Action plan

Including the preparation determine the scope of the survey, agreeing time scale research.

Data collection – Organization Level
Occupation group Level
Job Level

Recommendations – Training proposed resources required time scale.

Individual training needed are

- The demands of the job
- The demands of organizational change.

Training needs equation

Demand of the job

- Knowledge
- Understanding Level of knowledge
- Skills understanding Trained
- Manual less the possessed equals need

- Social by employee, Intellectual
- Attitudes extent of employee
- Demands of change willing to adapt
- In the organization

The diagram shows that the demands of the job will be made up of appropriate proportions of knowledge, understanding, skills and attitudes. Add to these factors the demands for change against these requirements are set the employees level of knowledge, skill and so on, together with the extent of his willingness to cooperate in changes in the sources.

Conclusion

Training is a complex process of acquiring knowledge understanding, skills and values in order to be able to adapt to the environment, the issue of assessing and evaluating the result of training and Behaviour through learning events, programmes and instruction which enable individuals to achieve the level of knowledge skill and competence to do their work effectively.

Reference:-

- ❖ www.quickmba.com
- ❖ Richard. d Irwin Inc Strategic management



S. Miruthubashini
& J. Mahilini
1st year

Green market

Introduction

It refers to the practice of selling products and services based on their environmental benefits. A product or services that is produced and packaged with an intention, not to cause any harm to the environment is the concept, precisely, green marketing can help business grow by highlighting their environmentally friendly products or services.

Why green marketing

To effectively use resources without wasting as it is limited. There is an increase in interest among the consumers all over the world regarding protecting their environment.

Benefits of green marketing

Companies that develop new and improved products and services with environmental inputs in mind give themselves access to new markets, increase their profit sustainability and enjoy a competitive advantage over the companies which are not concerned for the environment.

If you make threats of any kind or personnel derogatory remarks this can only lead to a hostile relationship, damaged self-esteem and worsening behaviour.

The green marketing has evolved over a period of time. According to Patties (2001) the evolution of green marketing has three phases.

1. Ecological- all marketing activities were concerned to help environment

problems and provide remedies for environmental problems.

2. Environmental- involved designing of innovative new products, which take care of pollution and waste issues.
3. Sustainable- it came into prominence in the late 1990s and early 2000

There are basically 5 reasons for which a marketer should go for the adoption of green marketing. They are opportunities or competitive advantage.

- Corporate social responsibilities (CSR)
- Government pressure
- Competitive pressure
- Cost of profit issues
- Green marketing mix

Every company has its own favourite marketing mix. Some have 4p's and some 7p's of marketing mix. The 4p's of green marketing are that of a conventional marketing but the challenge before marketers is to use 4p's in an innovative manner.

Product- the ecological objectives in planning products are to reduce consumption and pollution and to increase conservation of scarce resource. (Kellerman, 1978)

Price

-Price is a critical and important factor of green marketing mix.

-Improved performance, function, design, visual, appeal or taste.

Promotion

There are three types of green marketing.

- Ads that address a relationship between a product/service and the Bio physical environment.
- Those that promote a green life style by highlighting a product or service.
- Ads that present a corporate image of environmental responsibilities

Place

The choice of where and when to make a product available will have

Significant impact on the customers, Very few customers will go out of their way to buy green products.

Strategies.

- Marketing audit
- Develop a marketing plan
- Implement marketing strategies.
- Plan result evaluations

Challenges ahead

- Water treatment technology, which is too costly.
- Green products require renewable and recyclable material, which is costly.
- Majority of the people are not aware of green products and their users.

Some cases

- Mc Donald's restaurant's napkins, bags are made of recycle paper.
- Coca-cola pumped syrup directly from tank instead of plastic which saved 68 million pound/year.

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Ms.Y.Dhanushanthini
MBA,B.com
Asst, lecturer
Dept of Accountancy
ATI Jaffna

Qualitative and Quantitative Methods are in Marketing Research

Introduction

This study deals with Qualitative and Quantitative approaches in marketing researches. This study addresses knowledge and understanding the qualitative and quantitative approaches clearly and in what extent each can be applied as separately (qualitative /Quantitative) or both(Mix approaches) in marketing research field. Different disciplines approach issues differently. This study concentrates on an issue on which method is effective to carry out the marketing research and get significant result finally.

Main argument of the study “Qualitative method” or “Quantitative method” or “a combination of the qualitative and quantitative methods” – What is best, to be used in marketing researches?

Qualitative and Quantitative Methods: A Comparison

Quantitative research deals in numbers, logic and the objective, while qualitative research deals in words, images and the subjective. Quantitative research focuses on the left brain - objective, comfortable with logic, numbers, and unchanging static data and detailed, convergent reasoning rather than divergent reasoning. Qualitative research deals with the right brain - the hemisphere accountable for processing data as words, emotions, feelings, emotions, colour, and music.

An examination of the quantitative and qualitative paradigms will help to identify their strengths and weaknesses and how their divergent approaches can complement each other. In most cases, researchers fall into one of the two camps--either relying exclusively upon "objective" survey questionnaires and statistical analyses and eschewing warm and fuzzy qualitative methods, or using only qualitative methodologies, rejecting the quantitative approach as de contextualizing human behaviour.

Quantitative research uses methods adopted from the physical sciences that are designed to ensure objectivity, generalizability and reliability. These techniques cover the ways research participants are selected randomly from the study population in an unbiased manner, the standardized questionnaire or intervention they receive and the statistical methods used to test predetermined hypotheses regarding the relationships between specific variables. The researcher is considered external to the actual research, and results are expected to be replicable no matter who conducts the research.

The strengths of the quantitative paradigm are that its methods produce quantifiable, reliable data that are usually generalizable to some larger population. Quantitative measures are often most appropriate for conducting needs assessments or for

evaluations comparing outcomes with baseline data. This paradigm breaks down when the phenomenon under study is difficult to measure or quantify. The greatest weakness of the quantitative approach is that it decontextualizes human behaviour in a way that removes the event from its real world setting and ignores the effects of variables that have not been included in the model.

Qualitative research methodologies are designed to provide the researcher with the perspective of target audience members through immersion in a culture or situation and direct interaction with the people under study. Qualitative methods used in social marketing include observations, in-depth interviews and focus groups. These methods are designed to help researchers understand the meanings people assign to social phenomena and to elucidate the mental processes underlying behaviours. Hypotheses are generated during data collection and analysis, and measurement tends to be subjective. In the qualitative paradigm, the researcher becomes the instrument of data collection, and results may vary greatly depending upon who conducts the research.

The advantage of using qualitative methods is that they generate rich, detailed data that leave the participants' perspectives intact and provide a context for health behaviour. The focus upon processes and "reasons why" differs from that of quantitative research, which addresses correlations between variables. A disadvantage is that data collection and analysis may be labour intensive and time-consuming. In addition, these methods are not yet totally accepted by the mainstream public health community and qualitative researchers may find their results challenged as invalid by those outside the field of marketing.

Critical evaluation based on previous researches / scholarly

A research on "Qualitative research to refine service quality models" by Jamie Burton, *Jamie Burton is a Doctoral Researcher at Manchester Business School, Manchester, UK.*

The objective of the research is to investigate the nature and measurement of consumers' evaluations of quality for a product-dominated service provider.

The approach adopted was an exploratory qualitative one similar to that used by Parasuraman *et al.* (1988). Through a range of interview techniques used on both staff at the organization studied and customers of the organization, an understanding of the issues surrounding the provision and expectation of the quality offering of the service provider was developed.

A two-stage research programme was used. Initial exploratory research was transcribed and analyzed and a subsequent narrowing of the research focus was achieved through the implementation of the second stage of qualitative research.

As outlined, the initial research stage involved a qualitative study: interview with supervisor, customers

Stage 1

The issues identified in the primary research stage led to the tentative conclusion that for the industry analyzed a third quality dimension existed – that of "image quality" alongside the previously identified dimensions of product and process quality. This led to the research and collection of secondary data to investigate possible supporting evidence for. This secondary data, consisting of process quality issues, product quality issues and Image issues, (press releases and press cuttings) was analyzed and categorized by sub-issue.

Stage 2

Two focus groups (one of each sample frame type) were conducted in large, similar hotels, in four locations throughout the organization's service region.

Thus this research focuses primarily on the possible external or image sub-dimensions identified.

The exploratory nature of the first stage of research means that it could not be claimed to be a comprehensive study of all the possible quality dimensions and sub-dimensions. More intensive, secondary research was conducted to identify and clarify all possible dimensions of quality. They use the qualitative research only.

Relationships among customer orientation, service orientation and job satisfaction in financial services by *Irene Gil Saura*,

Department de Commercialization e Investigation de Mercado's, Faulted de Economic, Universidad de Valencia, Valencia, Spain

Purpose of this study attempts to contribute to the knowledge of how customer orientation (CO), service orientation (SO) and job satisfaction (JS) are defined and relate to each other. It explores the relationships between CO and JS by analyzing a company providing intermediation services to the banking sector, in its external finance division.

They construct this research based on the literature review, after that they use the method of empirical analysis consisting in quantitative intervention with an ad hoc survey using a structured questionnaire was developed. Regression analysis with mediation is used to contrast the hypotheses on the links between the constructs analyzed.

In this research they use qualitative method to construct the problem then they use

several quantitative methods to find out the result.

Customer satisfaction and service quality in UK financial services by

Harry Madden, School of Business and Economics, University of Exeter, Exeter, UK

The paper seeks to evaluate the drivers of customer satisfaction (CS), specifically exploring the impact of business process management (BPM) on service quality and CS. They used a longitudinal case study uses quantitative and qualitative data to test six propositions derived from current literature. The research reported in this paper extends this debate by synthesizing and empirically testing the key variables and relationships proposed in the current literature. Quantitative and qualitative data from a longitudinal case study of a large UK bank is used to address two key research objectives. The methodology used to test the propositions is outlined, and a detailed research design is presented. An initial series of correlations are presented which cast doubt on some of the traditional linkages. This prompts further detailed regression analysis. These quantitative findings are triangulated through a systematic analysis of company literature and interviews with a range of bank personnel.

. Mind the gap "An analysis of service provider versus customer perceptions of market orientation and the impact on satisfaction" by *AretiKrepapa, University of Bath, Bath, UK*, *Pierre Berthon, University of Bath, Bath, UK*

The methodology used to test the propositions is outlined, and a detailed research design is presented. An initial series of correlations are presented which cast doubt on some of the traditional linkages. This prompts further detailed regression analysis. These quantitative findings are triangulated through a

systematic analysis of company literature and interviews with a range of bank personnel. Then tests the impact that a perceptual market orientation gap between business service providers and their customers has on customer satisfaction. The findings suggest that the greater the divergence in perceptions of market orientation between customers and service providers, the lower the level of customer satisfaction. Explores the research and managerial implications of these findings and offers strategies as to how to "mind the gap".

The external validity of research findings can be compromised if a sample is systematically biased in terms of key variables. Before hypothesis testing, the underlying dimensions of the market orientation construct were explored, specifically with the objective of confirming the three-factor structure. This research used qualitative and quantitative techniques to find out the results

Service Quality and Competitiveness in the Hospitality Sector by Juan A. Campos-Soria (*) ,Luis González García ,Miguel A. RoperoGarcía

The aim of this paper is to analyse and quantify the main interrelationships between service quality and hotels' competitiveness, distinguishing between external and internal effects. The external effects were evaluated according to customer satisfaction, its influence on the sales volume and the clients' willingness to pay. The internal effects of quality on competitiveness were estimated using average direct costs. The sign and value of the estimated coefficients were used to examine a set of hypotheses for improving hotels' competitiveness. The direct, positive effect service quality on competitiveness between the is a particularly important finding.

They develop eight variables to define the service quality and calculate the correlations between the variables. The quality indicator is created using Structural Equation Modelling (SEM). As Chin (1998) stated, SEM models are second-generation multivariate analysis techniques since they involve generalizations and extensions of first-generation techniques, and thus they allow the estimation and validation of models with both latent (i.e. unobserved) variables, such as service quality dimensions or the indicator of perceived quality, and measured (i.e. observed) variables, such as clients' opinions regarding the characteristics of the service. Using SEM models, the relative weights (α_j) of the service characteristics (Z_{ij}), included in each dimension (D_j), can be quantified, as well as the effect of each dimension on the indicator of perceived quality (β_j). In this way, the key aspects involved in client satisfaction can be identified.

They divide the observable variables and unobservable variables in this analysis. They used the qualitative analysis in unobservable variables and used the quantitative analysis in observable analysis; in here correlation analysis is done. So they use the combination qualitative analysis and quantitative

Gender Identity in Consumer Behaviour Research by Kay M. Palan Iowa State University

Consumer researchers have been examining the impact of gender identity—the degree to which an individual identifies with masculine and feminine personality traits—on various consumer variables for nearly four decades. However, significant gender identity findings in consumer research have been rare, perhaps because of (1) operationalization problems (2)

inappropriate interpretation and application of gender identity to consumer variables, or (3) blurring gender categories. This paper presents a thorough review, grounded in theoretical models of gender identity, of consumer behaviour studies in the marketing literature that have examined gender identity. Based on the literature review, the paper evaluates whether gender identity research is still warranted, and proposes specific research questions to guide future research.

The paper evaluates whether gender identity research is still warranted, and proposes specific research questions to guide future research. Researchers also need to address the operationalization problems evident in the BSRI and PAQ, and consider developing new instruments. The use of qualitative methods in this line of inquiry may be very fruitful, especially since gender categories are blurring.

Summary of Significant Findings by Theoretical Foundation analysis.

Gender Schema Theory				Variability			
Gender Identity Relevance Measure							
# of studies	# of significant	(%)	# (%)b	# significant	(%)	# (%)d	# (%) significant
BSRI	10	4	6 (60%)	4 (67%)	3	1 (33%)	
PAQ	5	(40%)	5	1 (20%)	(30%)	NA	
Total	15	1	(100%)	5 (45%)	0 (0%)	1 (33%)	
		5	(33%)	11	(73%)	3	(20%)

What might have seemed like a clear concept at the beginning of this paper, gender identity, is now, at the end of the review, seen for what it truly is—a complex, often misunderstood concept. In fact, for much of the life of gender identity research in consumer behaviour we have mis conceptualized the concept, often resulting in the lack of significant findings. Even when we did seem to have a better grasp of conceptualization, we failed to recognize that the label "gender identity"

behaviours consistent with their gender identity, so gender identity is predictive of broad gender-related constructs. Spence (1984) posits that gender identity is multi factorial with gendered traits constituting but one factor; therefore, gender identity is predictive only of situations in which gendered traits are likely to have impact. If one wants to understand other gender constructs, e.g., gender role attitudes, a measure specific to that construct would have to be used.

There are two competing gender identity theories impacting the conceptualization of consumer research. Bem's (1981a) gender schema theory posits that individuals acquire and display traits, attitudes, and

This research really based on qualitative analysis and used the qualitative techniques at the same time theory measures based on the significant findings. So they the numerical numbers to express the findings.

Focuses on the issue of survey translation and different translation alternatives available to researchers. As marketers attempt to better understand and serve the needs of the global consumer, they face a culturally diverse population. When conducting research with different cultural groups, it is necessary to utilize culturally and linguistically appropriate instruments to measure various concepts. Frequently, details of instrument development are very limited, or omitted from presentation of research results. An instrument that is not properly adapted can have serious ramifications for study conclusions. This study attempts to identify alternatives for survey translation (specifically with a Hispanic subgroup), and provides some empirical evidence as to the effectiveness of a combination of these methods.

Projecting the right image: using projective techniques to measure brand image by Michael Hussey, Nicola Buncombes, Research has shown that consumers very often do not use explicit, concrete, rational factors to evaluate products, and thus their motivation to purchase is not always easy to articulate. Traditionally, marketers have used projective techniques in qualitative research groups to overcome this problem. This method is not infallible as each moderator brings his or her own style to discussions and subjective judgment to the interpretation of results, and it is practically impossible to replicate identically over time. The work presented in this paper describes the development of a set of implicit characteristics for two animation sets to which respondents will respond similarly and with consistency, through which we can identify the brand image held and

environment: survey translation issues by

consequently the motivations behind brand choice.

Implements the strongest quality controls in quantitative market research, using online, phone and postal data collection methods. Our technology is the most updated and versatile available, and includes advanced online reporting as well as IVR, CATI, and mobile data collection.

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Ability to enhance or adapt questionnaires quickly

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- Face-to-Face Interviewing (In-Home/Street/In-Store/Exit), Hall Tests, Telephone Interviewing (CATI), Postal and Self-Completion, Online Research (web surveys utilizing panel respondents or online customer surveys), Desk Research, Data

Processing, Data Tabulations, Statistical Analysis, Interpretation & Reporting.

The above research used the both qualitative and quantitative techniques.

Discussion based on the above research methodologies

When we go through researches, most of the researches used the combination of qualitative methods and quantitative methods at the same time we can come to know in the initial stage of the marketing research, researches used the exploratory research to find out the insights of the customers after that they used the descriptive research to describe the market characteristics or functions.

Researches on marketing field normally did their researches in two stages/ steps. In the initial stage of the research the researches may be flexible, versatile and they used the experts survey, pilot survey and used the secondary data also and made the analysis qualitatively. But in the second stage they replanned, structured, design the research and used the secondary data, survey, panel, observational and other data and made the quantitative analysis. Or determine the cause and effect relationships, manipulation one or more independent variables, control of other mediating variables and made the experiments.

For example Water pick Technologies was a leading manufacturer and market health care products. He used mix of creative and analytical marketing research, innovation focus helped on water pick to find the right answers to their questions and finally come up with success product. Note that Waterpick did not rely exclusively on exploratory research. Once new product concepts were identified they were further tested by descriptive research in the form of consumer surveys. This example points to

the importance of quantitative research in obtaining more conclusive findings.

Advantages and disadvantages of both methods: as follows

Benefits of Quantitative Market Research

Quantitative market research can help to **identify statistically** different expectations or feature preferences, customer satisfaction levels or other differences that may help to better understand whether two groups are essentially identical in certain facets, or if there are differences that could be capitalized upon.

There are a wide variety of types of analysis that can be done on quantitative research results.

Quantitative research studies generally include far more respondents - often hundreds or thousands of respondents and are not typically done face to face. Examples of standard quantitative market research methodologies include: phone interviews, web or mail questionnaires..

Quantitative Market Research - the Disadvantages

Quantitative market research projects often include larger numbers of respondents (quantity, as the name implies) and for that reason tend to cost significantly more than qualitative market research does.

Quantitative Market Research requires that the market researchers have a good understanding of what types of answers customers would want to select, because the respondent is typically asked to select the best answer from a number of pre-defined options.

Benefits of Qualitative Market Research

Qualitative could be described as **more freeform**, often with broad questions such as "what do you like about that?" or "what would your ideal product look like?" Often questions asked of respondents in

qualitative research don't include specific answers; instead they simply prompt the respondent to answer the questions in their own words. Allowing customers to answer in their own words, without constraint or suggestions, does tend to uncover factors that may be working underneath the surface. This can lead to an "a-ha" moment in which there is an insight into their customer's needs and motivations. Qualitative Market Research - the Disadvantages

Qualitative market research **does not allow for statistical analysis.**

The cost per opinion in qualitative market research is significantly higher than it is in quantitative market research, typically because the economics of scale is not helped by the typically lower numbers of respondents used in qualitative research.

Qualitative market research is sometimes followed up with quantitative market research in order to understand what percentage of the target customer group feels the different ways that were discovered in the qualitative phase.

Both types of research are instructive in identifying the program outcomes. A repeat of the quantitative population survey will provide an indication of whether the program realized its objectives in raising awareness, changing attitudes and initiating behavior change. Related decreases in morbidity and mortality or other major indices will be more difficult to claim without also conducting a matched community intervention study, with the only difference between the communities being the presence of the social marketing program.

In the end, the quantitative data emerging from the survey are generally used as the final arbiters of success. However, qualitative research can point out successes

that may have occurred on a more human scale through anecdotes about how the social marketing program made a difference in someone's life. Focus groups, interviews and other methods of collecting individual people's stories and responses to the campaign are valuable in learning which components of the program were successful and how the next project can be improved. Both types of research are necessary to assess the full extent of the program's impact upon the target audience.

Conclusion

Integrating quantitative and qualitative research methods lends depth and clarity to social marketing programs. This combination of approaches is necessary because of the wide range of data needed to develop effective communications. However, the potential for problems exists when attempting to combine such divergent research paradigms; one may end up not doing either type of research well. This integrative approach therefore requires a research team with expertise in both types of methods. Using multiple approaches can also be time-consuming, labour-intensive and expensive. Another obstacle, which will likely change as social marketing gains in usage, is that combining multiple methods is still not widely accepted as a viable research strategy—at least in mainstream public health circles. As social marketers demonstrate that such research is necessary to fully understand and address many issues, the research norms and scientific dogma regarding appropriate methods may shift to a new, more integrative paradigm, and qualitative closer to positivism.

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Swasthika. S
1st year.

Tourism

There are many different types of industries. Primary industries such as farming and mining involve people in collecting raw materials. Secondary industries employ people to make things, usually in a factory. A third type of employment is in tertiary industries. Tertiary industries provide service. People who give help to others such as teachers, nurses and shop assistants are a part of this industry. The number of industries available in the tertiary sector is increasing. This is partly due to growth of tourism.

Tourists are people who travel for pleasure. The tourist industry looks after the needs of tourists and provides the things that help them get to places to relax and other enjoy them. The industry employs a large number of people. Travel agents, hotel, waiters, tour guides and other such people rely on tourism for their livelihood. Tourism is travel for recreational, leisure or business purposes. The World Tourism Organization defines tourists as people who "travel for to and stay in places outside their usual environment for more than twenty four hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited".

Tourism is big business. It is one of the world's fastest growing industries. The development of the tourist industry can bring many benefits. For tourists it can improve the chances of having a good

holiday. For the areas and countries involved it can be an important source of money and employment. Some countries have used money from tourism to improve their quality of life by building new schools, hospitals, roads and factories. Some of the money has also been spent for further developing the tourist industry.

Many places that hope to gain from tourism have been disappointed. Some of the reasons for this are given below;

The better tourist industries rarely go to local people. Job are seasonal so there is no work for much of the year. Tourism raises prices so locals cannot afford goods in shops. Locals cannot afford to use tourist facilities. Discos, bars and other tourist attractions spoil the local way of life. Most of the money from tourism goes out of the area.

Some of the worst problems occur in the

country side. People go there for peace and quiet and to enjoy the views. Unfortunately, they can spoil the very environment that they were attracted to in the first place. Below are some of the problems caused by tourism in the country side.

Narrow country roads are blocked by traffic. Attractive landscapes are spoilt by tourist building.

Litter looks unsightly and is a danger to animals.

Walls are knocked down by careless tourists. Gates are left open allowing animals to get out.

Popular locations are overcrowded and spoilt.

Farming land is damaged.

Farmers are unable to go about their business.

Wild life is frightened away.

Trees and plants are damaged.

Most developing countries including Sri Lanka, depend a great deal on tourist industry for building up their economy.



B. Thuja.
1st Year

The Importance of English

English is an international language. People use English in many ways and for many purposes all over the world. So we can divide the people into three main groups according to their usage of English.

- Those who speak English as their mother tongue or first language
- Those who speak English as their second language
- Those who speak English as a foreign language

Today in countries like England, America, Australia & in several parts

of Africa. It is used as first language. In many commonwealth countries like India, Sri Lanka, Malaysia & so on it is used as a second language & also in many western & eastern countries it is considered as a foreign language.

It is an acceptable truth that English is indispensable to widen our knowledge & enrich our life style. In a multiracial country like Sri Lanka or India people need a common language for interaction. Here English plays a major role. Though there are many rich & ancient languages in the world they do not possess the qualities for a lively language. Some languages are only written or spoken some languages are only written or spoken some languages never change or update according to the present situation. But English is considered as a lively language because it changes or updates times to

time. It is a fixable language. We need English to update our skills & knowledge.

If we gain further education English is indispensable. Most of the good and valuable books are available in English. Even some bright students who wish to specialize in a particular field are unable to do so. Because of poor knowledge in English. For the purpose of travel commerce and diplomacy.

A good knowledge of English holds wider opportunities. In private sectors, banks, foreign employment markets, etc... give preference to those who have good knowledge in English. English is a key for knowledge to anywhere, anytime, anyone. Therefore it is a getting a job for one with a basic knowledge of English is certainly great not only in our country but also in any part of the world.



L.Jeyaraji
1ST YEAR

Evolution of Computer

The term computer originally meant a person capable of performing numerical calculations. with the help of a mechanical computing device. The evolution of computers started way back in the late 1930s. Binary arithmetic is at the core of the computers of all times. History of computers dates' book to the invention of a mechanical adding machine in 1642.

In the evolution of computer their first generation was characterized by the use of vacua tubes. These computers were expensive and bulky. They used machine language for computing and could solve just one problem at a time.

It was in 1937 that John.v.Atanasott devised the digital electronic computer. Atanasott and Clifford Berry came up with ABC prototype in the November of 1939. Its computation were based on a vacuum tube and it used regenerative capacitor memory. Konrad Zuse' selecromechanical "Z machines" especially the Z3 of 1941 was a notable achievement in the evolution of computers.

In the 1960s transistor based computers replaced vacuum tubes. Transistors made computers smaller and cheaper. They made computers energy efficient. but transistors were responsible for the emission of large amounts of heat from the computer. Due to this computers were subject to damage. the use of transistors marked the second generation of computers. computers belonging to this generation used punched cards for input. They used assembly language. stanford research institute brought about ERMA. electronic recording machine accounting project. which result

with automation of the process of book keeping in banking.

The use of integrated circuits ushered in the third generation of computers. small transistors placed on silicon chips, called semi conductors. this operating systems were the human interface to computing operations and key boards and monitors became the input-output devices.

Thousands of integrated circuits placed on to a silicon chip made up a microprocessor introduction of microprocessors was the hallmark of fourth generations computers. Intel produced large scale integration circuit in 1971. during the same year, micro computer came up with microprocessor and Ted Hoff, working for Intel introduced 4.bit 4000. In 1972 Intel introduced the 8080 microprocessors. In 1974 Xerox came up with alto workstation at PARC. It consisted of a monitor, a graphical interface. Amuse and an internet card for networking.

The fifth generation computers are under development. they are going to be based on principles of artificial intelligence and natural language recognition. Developers are aiming at computers capable of organizing them selves. The evolution of computers continues.



P.Ramani
1st year

WEB SITE

Introduction to a web site

Web site is a collection of files that are arranged on the world wide web under a common address and allow retrieval via a browser.

A website can also be defined as a collection of web pages, images, videos or other digital assets that is hosted on one or more web servers, usually accessible via the internet.

Components of a web site

Home Page:-

Generally the first page retrieved when accessing a web site.

Usually a "Home" page acts as the starting point for a user to access information.

The "Home" page usually has some type of table of contents for the rest of the site information.

It is possible to establish any "WWW" address as a default home page within your web browser so that you will always start you travel from this point.

Linked pages:-

It is a web page offering a collection of hot links to other web address out side of the current web site.

Internet service providers for web publishing

Free levying- for no or minimum cost.

Non free levying- for a cost.

Requirements for web publishing

Web server:-

A web server is a program which allows web browsers to retrieve files from computers connected to the internet.

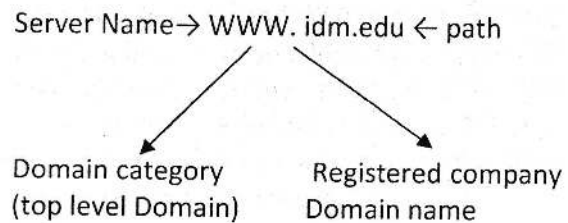
Domain names:-

Domain name is essentially a signpost on the internet. Domain name is used to identify computer as belonging to a particular organization.

Internet protocol

URLS(Uniform Resource Locator):-

Each web page has its own address, called the URL, which provides location information used to access a page.





A.Ajanthy
2nd year

How to avoid the computer viruses.

I think it's great that Macs enjoy "virus protections" that the PC doesn't. But if you think you're 'safe' because you trust the computer, consider the fact that the vast majority of PC users aren't on Macs, so hackers don't bother to write viruses for them. Knowing that, you still must understand that viruses get triggered not because the computer is a PC but because the user isn't paying attention.

Don't blame PCs, blame users. As long as users continue to allow their email programs to automatically launch files, idiocy like the so big virus will continue. This was the fifth version of this virus and they keep getting nastier than their predecessors.

It takes simple common sense and a lot of meticulousness to keep from launching viruses but it's not hard. Here's a list of the precautions I take to avoid computer viruses.

1. Don't download anything from anyone you don't know or aren't expecting... EVER. For all you VAs, and publishers and whoever else out there is trading files back and forth with your clients... Stop and make sure that your client has a safe system before you start trading files with them. It's worth the time.

2. Turn off the auto launch in your email client. I don't even auto-launch graphics. Furthermore, READ YOUR EMAIL ONLINE!

Don't download the email until you're 100% sure it is safe. Use Netscape, use Yahoo, use Eudora, use Simple check; I'm sure there are others.

3. If your email has an attachment, go into your headers and look at it. If it's got a pif or scr extension, chances are it's a virus. If it's any Microsoft program file, and you aren't expecting it, it in itself probably isn't a virus, but it could very easily have a virus embedded in it. The only things that hacker's haven't been able to embed viruses into, to my knowledge, are pictures. But just because it says it's a picture doesn't mean it is. Look at the attachment name. File names don't lie. If it's a .jpg.scr extension, it's a virus.

4. Antivirus protection programs are only ever as up to date as known viruses. They are also the first target of a virus, so don't trust the antivirus protection program alone. If you've used your eyes and don't believe it's a virus, scan it anyway. I use Yahoo, because they keep Norton up to date and I don't have to run it on my system. Norton in and of itself is a great antivirus protection program, but it's not infallible.

5. Set your computer so it doesn't auto launch files, updates, security checks, html pages, cookies, etc. without your permission!

6. Get a quality anti-spyware program - They're designed to get rid of programs on your system that send your data to the web and as such could be opening holes that you don't know about.

7. Set up a software firewall. If you don't have a software firewall built in, upgrade your OS. And make sure everyone on your LAN is set up with the same firewall.

8. Don't rely only on the software; set up a hardware firewall. It's called a router and it's easy to set up and maintain.

9. Take the time and make the effort to understand how viruses and worms get onto your computer and you can virtually stop them all in their tracks.

10. Once you've got all your holes closed, get someone who knows what they're doing to test it from the Internet side. If you don't have someone, I can refer someone.

11. Don't let kids on the 'Net on your system! I find it funny that businesses will spend billions of dollars on marketing and advertising, but they leave their computer systems open to hackers whose sole purpose in life is to take advantage of KNOWN cracks in the system. In my opinion, the only real hole is the User. If you don't protect your system, nobody else will.

I probably sound a little cocky telling everyone my anti-virus procedures like this, but I'm not really. I have very sensitive data on my system I cannot afford to lose or to have sent out Willy nilly to the Internet. So I'm cautious. I'm also smart enough to know that the second I let my guard down, something is going to find its way in and I won't be able to say "never" again. But I don't intend to let my guard down.

And if anyone out there is serious about doing everything you can to stop from getting a virus, but don't have the computer literacy to feel you can do it, email me and I'll find the time to help you put it all together.

The more people we can educate about stopping viruses, the fewer viruses we'll have to think *about*.



J. Purusoththaman
2nd year

The Internet

The Internet is a global network of interconnected computers, enabling users to share information along multiple channels. A majority of wide accessible information on the Internet consists of inter-linked hypertext documents and other resources of the World Wide Web (WWW). Computer users typically manage sent and received information with web browsers; other software for users' interface with computer networks include specialized programmers for electronic mail, on line chat, file transfer and file sharing.

The movement of information in the Internet is achieved via a system of interconnected computer networks that data send by packet switching using the standardized Internet Protocol (TCP/IP). It is a "network of networks" that consists of millions of private and public, academic, business, and government networks of local to global scope that are linked by copper wires, fiber-optic cables, wireless connections, and other technologies.

The World Wide Web

Many people use the terms Internet and World Wide Web interchangeably, but the two terms are not synonymous.

The World Wide Web is a huge set of interlinked documents, images and other resources, linked by hyperlinks and URLs. These hyperlinks and URLs allow the web servers and other machines that store originals and cached copies of these resources to deliver them as required using HTTP. HTTP is only one of the communication protocols used on the Internet.

Web services also use HTTP to allow software systems to communicate in order to share and exchange business logical data.

Software products that can access the resources of the web are correctly termed user agents. In normal use, web browsers, such as Internet Explorer, Fire fox

and Apple Safari, access web pages and allow users to navigate from one to another via hyperlinks. Web documents may contain almost any combination of computer data including graphics, sounds, text, video, multimedia and interactive content including games, office applications and scientific demonstrations.

Through keyword-driven internet research using search engines like Yahoo! and Google, millions of people worldwide have easy, instant access to a vast and diverse amount of online information. Compared to encyclopedias and traditional libraries, the World Wide Web has enabled a sudden and extreme decentralization of information and data.

Using the Web, it is also easier than ever before for individuals and organizations to publish ideas and information to an extremely large audience. Anyone can find ways to publish a web page, a blog or build a website for very little initial cost. Publishing and maintaining large, professional website full of attractive, diverse and up-to-date information is still a difficult and expensive proposition, however.

Intranet

An intranet is a private computer network that uses internet technologies to securely share any part of an organization's information or operational systems with its employees. Sometime the term refers only to the organization's internal website, but often it is a more extensive part of the organization's computer infrastructure and private websites are an important component and focal point of internal communication and collaboration Because

of the scope and variety of content and the number of system interfaces, intranets of many organizations are much more complex than their respective public websites. Internet and their use are growing rapidly.

virtual private networks that tunnel through the public network.

Extranet

An extranet is a private network that uses Internet protocols, network connectivity, and possibly the public telecommunication system to securely share part of an organization's information or operations with suppliers, vendors, partners, customers or other businesses. An extranet can be viewed as part of a company's internet that is extended to users outside the company (e.g. normally over the internet). It has also been described as a "state of mind" in which the internet is perceived as a way to do business with a pre-approval set of other companies using business-to-business (B2B) communication, in isolation from all other Internet users. In contrast, business - to- consumer (B-2-C) involves known server of one or more companies, communicating with previously unknown consumer users.

Briefly, an extranet can be understood as an intranet mapped onto the public internet or some other transmission system not accessible to the general public, but managed by more than one company's administrator(s). For example, military networks of different security levels may map onto a common military radio transmission system that never connects to the Internet. Any private network mapped onto a public one is a virtual private network (VPN). In contrast, an Intranet is a VPN under the control of a single company's administrator(s).

An extranet requires security. These can include firewalls, server management, the issues and use's of digital certificates or similar means of user authentication, encryption of messages, and the use of



Rena.V
1st year

4G Technology

Introduction

Broadband is something the technological world has talked about for many years, but is a promise that has yet to become reality. Although high-speed and high-bandwidth capability already exists on many wire line infrastructures, that same experience is quite different on a mobile device versus cellular network. It is a much slower, degraded, and often frustrating experience - not because the mobile device is necessarily inferior to the wire line computer - but because the entire end-to-end ecosystem for broadband wireless was never designed to support the high bandwidth required for a truly mobile, broadband experience.

To achieve a better quality broadband, mobile providers will need to evolve to 4G technologies. Without it, pipes won't be big enough and the economics to actually deliver the high-bandwidth services won't make sense. Although 3G - the most advanced wireless technology deployed today - is perfectly fine for the voice network and great for some data services, it is inadequate to support the more bandwidth-hungry applications like video that are emerging today.

4G Technology

The fourth generation of cellular communication systems, generally known as 4G, is the emerging technology of future wireless networks. For the past years, many researchers and scientists from all over the world have been working for efficient wireless networks by merging all current technologies and adapting new solutions for the enhanced telecommunication which

provides superior quality, efficiency, and opportunities where wireless communications were not feasible. Technically generations are defined: 1G network (NMT, AMPS, TACS) are considered to be the first analog cellular systems, which started early 1980s. There were radio telephone systems even before that. 2G networks (GSM, cdmaOne, DAMPS) are the first digital cellular systems launched early 1990s. 2.5G networks (GPRS, cdma2000 1x) are the enhanced versions of 2G networks with data rates up to about 144kbit/s. 3G networks (UMTS FDD and TDD, cdma2000 1x EVDO, cdma2000 3x, TD-SCDMA, Arrib WCDMA, EDGE, IMT-2000 DECT) are the latest cellular networks that have data rates 384kbit/s and more. Some researchers define 4G as a significant improvement of 3G where current cellular networks' issues will be solved and data transfer will play more significant role. For others, 4G unifies cellular and wireless local area networks and introduces new routing techniques, efficient solutions for sharing dedicated frequency band, and increases mobility and bandwidth capacity.

Although it is generally agreed that 4G is going to offer better communication technology than 3G, it is still undefined as to which areas should be really improved upon, and in which ways, from 3G. Researchers are often pointing towards integration whereas business institutions are working on upcoming technologies that will make 4G more attractive to the business community by implementing it more customer-friendly. New support for mobility is the primary concern of some researchers

and they pointed out insufficient 3G mobility constrained by bandwidth that should be significantly increased. According to them, the significant progress that 4G can achieve in the area of mobility is unifying different and currently separated environments into a single fixed OWA (Open Wireless Architecture) that will achieve high connectivity by accessing all kinds of networks. OWA is a project working on developing a unified global standard of mobile communications to achieve global mobile access, high quality of service, with a single fundamental component allowing easy transmission of all kinds of data. Providing single terminal that will effectively access the best available internet connection will increase and speed up device usability under 4G. Integration is the key concept in defining 4G capabilities since we should support all kinds of multimedia by offering single access to all wireless networks. Understanding the significance of unifying Wi-Fi, WiMax and Cellular networks into one product researchers proposed that the most important factor of 4G will be 'seamless integration of wireless networks' based on flexibility of the software radio technology, with improved bandwidth capacity, and improved routing techniques allowing multi-hop peer-to-peer networks. Researchers say that enhanced cellular range and capacity, supported by Wi-Fi and WiMAX networks is the vision of 4G. However, considering the fast development of WiMAX networks, and the increasing range of Wi-Fi standards, they argue that these new wireless networks can in the future substitute cellular networks such as the current 3G. Researchers see DVB-H (Digital Video Broadcasting - Handheld) and DMB (Digital Multimedia Broadcasting) as additional component of 4G providing video transmission to mobile devices. The general concepts of 4G can be present in the list as follows:

- Improved capacity
- Increased number of users in the cell
- Lower transmission costs
- Connection with already existing systems
- Lower latency
- based on IPv6 protocol, with packet switching
- Single interface for all wireless connections
- Increased mobility
- Support for media applications
- Seamless connectivity
- Improved security
- Improved and guaranteed Quality-of-Service
- Global roaming of networks
- Standardized open interface
- Self-organizing networks
- Fast response

Two Paths Goal

There are two paths leading toward each other whose goal is 4G. One path defines the evolution of 3G cellular systems into more advanced 4G technology that will recognize and be supported by Wi-Fi standards and upcoming wireless networks technologies. The other path successfully deploys high bandwidth and introduces high-speed mobility emerging from currently popular Wi-Fi technology and upcoming standards such as Wi Max 802.16 supported by mobility amendment 802.16e and additional projects like 802.20 considering mobile broadband wireless networks. For the second group of people leading toward 4G, cellular networks are additional supporting component offering complete integrity with all available wireless connections.

WiMax, the most promising emerging 4G technology, is the first commercially available mobile broadband technology that is based on OFDM-MIMO. WiMAX can deliver high-speed, broadband fixed and mobile services wirelessly to large areas

with much less infrastructure. Although primarily a broadband service targeting laptops, ultra-mobile PC's, and gaming and portable video devices, WiMAX is also designed to support voice service using the same technologies that deliver voice over fixed broadband networks today. WiMAX not only delivers significant improvements in speed, throughput and capacity, but also extends coverage far beyond what is possible with today's WLAN solutions. The appeal of WiMAX systems lies in the fact that the technology can be applied to a host of different applications offered by a range of different providers - from traditional cellular operators through to wireline providers, cable companies and new entrants.

WiMax Networks

WiMAX is defined as Worldwide Interoperability for Microwave Access by the WiMAX Forum, formed in June 2001 to promote conformance and interoperability of the IEEE 802.16 standard, officially known as Wireless MAN. WiMAX aims to provide wireless data over long distances, in a variety of different ways, from point to point links to full mobile cellular type access. In practical terms this enables a user, for example, to browse the Internet on a laptop computer without physically connecting the laptop to a wall jack. The Forum describes WiMAX as 'a standards-based technology enabling the delivery of last mile wireless broadband access as an alternative to cable and DSL.' The bandwidth and reach of WiMAX make it suitable for the following potential applications:

- Connecting Wi-Fi hotspots with each other and to other parts of the Internet.
- Providing a wireless alternative to cable and DSL for last mile (last km) broadband access.
- Providing high-speed data and tele communications services.

Providing a diverse source of Internet connectivity as part of a business continuity plan. That is, if a business has a fixed and a wireless Internet connection, especially from unrelated providers, they are unlikely to be affected by the same service outage. Providing nomadic connectivity.

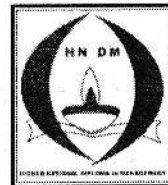
Conclusion and Evaluation

Many companies are closely examining WiMAX for "last mile" connectivity at high data rates. This could result in lower pricing for both home and business customers as competition lowers prices. In areas without pre-existing physical cable or telephone networks, WiMAX may be a viable alternative for broadband access that has been economically unavailable. Prior to WiMAX, many operators have been using proprietary fixed wireless technologies for broadband services.

Worldwide Interoperability for Microwave Access (WiMAX) is the technology that allows user to navigate the internet wireless. It is a telecommunication technology that can carry data to long distances either by point to point links or full mobile access. The key feature of this technology is that it operates on the same Broadband Wireless Access Standard of IEEE 802.16, which was set up in 1999. WiMAX also has the ability to extend local Wi-Fi networks over larger expanse of coverage area by up to 50 kilometres and its backed by Intel, world's largest semiconductor company. Similarly, High Speed Packet Access (HSPA) too boasts of superior technology akin to that of WiMAX. In a nutshell, it is a collection of mobile telephony protocols that provide better performance over existing radio bandwidth. The fourth generation of cellular system will provide single interface to all kinds of wireless networks allowing participating nodes to access to the network through cellular, wireless LAN networks, and new

protocol such as WiMAX. The era of new wireless communications is upon us. Eventually it will be penetrated into our daily life just like many technological breakthroughs.

Reference:www.rambus.com



Kobiga.L
1st Year

Management By Objectives of an organization.

Management by objectives a systematic and organized approach that allows management to focus; on achievable goals and to attain the best possible results from available resources. It aims to increase organizational performance by dinging goals and subordinate objectives throughout the organization. I dually employees get strong output to identify their objectives, times lines for completion etc.

MBO includes ongoing tracking and feed back in the process to reach objectives. MBO was first out lined by peter Drunker in 1954 in his book and epos. The practice of management and Apo's, in the peter Drunker himself decreased the significance of this organization management method, when he said an epos "just another tool. It is not the great cure for management in efficiency.

Core Concept of MBO

According to Drunker, Managers should and quota avoid the activity trap and quota, setting so involved in their day - to day activities that they forget their main purpose or objectives instead of just a few top.

Managers should participate in the strategic planning process in order to improve the implement ability of the plan and implement a range of performance, systems designed to help the organization stay on the right to rack.

MBO Principles.

Cascading of organizational vision, goals and objectives.

Specific objectives for each member.
Participative decision making.
Explicit time period.
Performance evaluation and feedback.
MBO Strategy: Three Basic Perth.

All individuals within an organization are assigned special set of objectives that they try to reach during a normal operating period - These objectives are mutually set and agreed upon by individuals and their managers.

Performance reviews are conducted periodically to determine how close individuals are to attaining their objectives. Rewards are given to individuals on the basis of how close they come to reaching their goals.

Types of Objectives.

- Routine Objectives
- Innovation Objectives
- Improvement Objectives

The objectives must be
Focused on a result, not an activity
Consistent
Specific
Measurable
Related to time
Attainable



Abirami.S
1st Year.

MBO Advantages & Disadvantages

Advantages

MBO Programs continually emphasize what should be done in an organization to achieve organizational goals.

MBO process secures employee commitment to attaining organizational goals.

Disadvantages.

The development of objectives can be time consuming, leaving both managers and employees less time in which to do their actual work.

The elaborate written goals, careful communication of goals and detailed performance evaluation required in MBO program increase the volume of paperwork in an organization.

Where to use MBO

The MBO style is appropriate for knowledge based enterprises when your staff is competent. It is appropriate in situations where you wish to build employees and improve management and self leadership skills and tap their creativity tacit knowledge and initiative MBO is also used by chief Executives of multi - National corporations. (MNCs) for their country managers abroad.



S. Kayathry
1st Year

PROJECT MANAGEMENT

Definition

A project consists of interrelated activities which are to be executed in a certain order before the entire task is completed.

Example:-

Construction of house, factory, new product launches.

The role of a project manager

- ❖ Manage the "project's scope" to define the goals and work to be provided details to facilities understanding and correct performance.
- ❖ Manage the "human resources" involved in the project.
- ❖ Manage the "communications" to see that the parties are informed and have sufficient information.
- ❖ Manage "time" by planning and meeting a schedule.
- ❖ Manage "quality" so that the projects are satisfactory.
- ❖ Manage "cost" to minimize cost and within the budget if possible.

Stages in project management

Project management activities can be classified into five stages of the life of a project.

Stage 01

Understanding the project environment:-

The project environment comprises all the factors which may affect the project during its life. Such factors include geography, economy, government resources, sub-contracts, suppliers, culture, company strategy, other projects, competitors, customers, and user etc...

Stage 02

Defining the project:-

Before starting the complex and executing a project. It is necessary to be as clear as possible about what is going to be defined in respect of a project. They include objectives, scope and strategy.

Stage 03

Planning project:-

This involves project duration, starting time, estimated cost of the project. Planning is not a one-time process. It is a process to be repeated during the project life on environmental changes that occur.

Stage 04

Technical execution of the project:-

It is necessary to determine technical aspects of means of achieving such objectives.

Stage 05

Controlling the project:-

Control involves monitoring project activities in order to check its progress, comparing, the observed performance with plans, introducing corrective measure in order to take the project activities back to the plan if deviations are found.

Elements of project management

There are three elements namely

01. Project management team.
- 02 Project planning.
03. Project control.

01 Project management team:-

A project planning and controlling requires a diverse skills and experience such as engineering, marketing, production and personnel computer software etc... there fore this team must be comprised to experts from all such required fields.

02 Project planning:-

Planning the project require that the objectives of the project must be clearly defined so that the project team know that is expected from the project. This may take the from of a formal statement called "statement of work" in this statement different tasks to be involved

in the project are identified. These tasks which involve time and resources are known to be activities.

03 Project control:-

After planning the project is implemented control includes making sure the activities are identified and completed in the sequence and in the proper time. There fore project control ultimately is maintaining the project schedule and making sure that the project is completed on time.

Project planning tools

01. programme evaluation and review technique (PERT)

PERT will yield the benefit when the project

- * Activities are clearly distinct and separable.
- * Activities have clear starting and ending dates.
- * must not be complicated.
- * must be afford alternative sequencing and timing.

PERT analyses provides the project net work expected duration and variance of each activity critical path and expected project completion time. Probability of completing the project on a given periods and expected completion time when probability.

02. Gantt charts/ Time charts

This chart gives clear calendar schedule for the whole project. This chart also used to resource leveling purpose. This chart is drawn after completing net work calculations.

03. Critical path method (CPM)

This method has several draw backs. In a large net work. One may commit mistakes in listing all the paths. This method use different approach identify the critical path.

04. project management software:-

There are many software packages available for support of project managment. The program can provide graphics for net works. Gantt charts and variety of reports.

Reference

01. Author name: miss p.sumathy

Name of the book: social science.

Publish: Vali.southpradshiyasabha

Year: (2006)



S. Vathana.

1st year

INTRODUCTION TO MICRO AND MACRO ECONOMICS APPROACH

Macroeconomics is the study of the behavior of the economy as a whole. It examines the forces that affect many firms, consumers and workers at the same time. It contrasts with microeconomics, which studies individual prices, quantities and markets.

The 1930s marked the first stirrings of the science of macroeconomics, founded by John Maynard Keynes as he tried to understand the economic mechanism that produced the great depression. After world war ii, reflecting both the increasing influence of keynesian views and the fear of another depression. Cores formally proclaimed federal responsibility for macroeconomic performance. It enacted the land mark employment act of 1946, which stated.

Why do output and employment sometimes fall, and how can unemployment be reduced?

All market economics show patterns of expansion and contraction known as business cycles. The last major business-cycle down turn in the United States came in 2001, when production of goods and services fell and millions of people lost their jobs. For much of the postwar period, one key goal of macroeconomic policy to has been to use monetary and fiscal policy to reduce the severity of business cycle down time and unemployment.

From time to countries experience high unemployment that

persists for long periods, sometimes as long as a decade. Such a period occurred in the united states during the great depression, which began in 1929. In the next few years, unemployment rose to almost one quarter of the workforce, while industrial production fell by one – half. European countries in the 1990s had a mild depression, with persistent unemployment of over 10 percent in many countries.

What are the sources of price inflation and how can it is kept under control?

A market economy uses prices as a yardstick to measure economic values and conduct business. During period of rapidly rising prices, called price inflation, the price yardstick loses its value. When prices are rising rapidly a phenomenon we call inflation the price yardstick loses its value. Urging periods of high inflation, people get confused about relative prices and make mistakes in their spending and investment decisions. Tax burdens may rise.

People spend much of their time worrying that inflation is eating away at their incomes. Macroeconomic policy has increasingly emphasized price stability as a key goal.



L.Ranjanaraji
1ST YEAR

The economic problem

The economic problem sometimes called the basic central of fundamental economic problem is one of the fundamental economic theories in the operation of any economy. It asserts that production are to be possibilities of solving the economic problem.

Two fundamental facts which constitute the economizing problem provide a foundation for the fields of economics. We must carefully state and understand these two facts, because everything that follows depends directly or indirectly on them.

- 1) Society's material wants
- 2) Economics resources.

Businesses and units of government also seek to satisfy material wants. Businesses want factory buildings, machinery, trucks, warehouses, communications system and other things that help them realize their production goals. Government reflecting the collective wants of its citizenry or goals of its own seeks highways, schools, hospitals, and military hardware. As a group these material wants are insatiable or unlimited. Meaning material wants for goods and services cannot be completely satisfied. Our wants for a particular good or service can be satisfied.

Concepts in the economic problems needs, wants, choice etc. human needs are material items people need for survival. Such as food, clothing and ware. Until the industrial revolution, the vast majority of the world population struggled for access to basic human needs.

While the basic needs of human survival are important in the function of the economy, human wants are the driving force which stimulates demand for goods and services. In order to classify the nature and different wants and organize production to satisfy as many wants as possible.

One assumption often made in mainstream neoclassical economics is that humans inherently pursue their self-interest and the market mechanism best satisfies the various wants different individuals might have. These wants are often classified into individual wants, which depend on the individual's preferences and purchasing power parity, and collective wants those of entire groups of people. Things such as food and clothing can be classified as either wants or needs, depending on what type and how often a good is asked for.

The economic problem fundamentally revolves around the idea of choice, which ultimately must answer the problem. Due to the limited resources available, businesses

must determine what to produce first to satisfy demand. Consumers are considered the biggest influences of this choice and the goods which they want must also fit within their budgets and purchasing power parity.

Different economic models place choice in different hands,

- 1) Socialism
- 2) Communism
- 3) Capitalism.

We define capital as the stock of wealth existing at any one time. A capital consists at all the real physical assets society.

As stated previously capital is a secondary factor of production, which means that it is a result of the economic system. Capital has been created by individuals for going current consumption people have refrained from consuming all their wealth immediately and have saved resources which can then be used in the production of further wealth.

When communism in Eastern Europe was replaced by more democratic systems of government in the early 1990s in the new market. Led system factories had to find buyers for their products. The result was that many factories closed down. Consumers often preferred to buy foreign made goods our were unable to carry on buying because they had been made redundant from closing enterprises.

Keynes was a conservative revolutionary his concern was to show how the capitalist system could be better managed. The fact

that Keynes argued for government intervention in the economy does not make him a socialist.

Socialists are those who believe that the means a production should be publicly owned. The idea of socialism is often associated with nineteenth-century German philosopher and economist, Karl Marx. Marx shared one idea with Keynes that capitalist economics suffer periodic crises of unemployment. Unlike Keynes, Marx was pessimistic about the ability of capitalism would eventually collapse and be replaced as a result of a revolution by socialism.

References:-Advanced economics theory (H.L. Ahuja), Economics (Alain Anderton)



T.Ramajeyam
Head / Dept of
Management

Probability

Probability is a part of our everyday life. Every human activity has an element of uncertainty. Uncertainty affects the decision making process. We make some probability estimate before taking decision. Probability theory helps us to make wiser decisions.

Probability is a numerical measure which indicates the change of occurrence of an event "A" it is denoted by $P(A)$. It is the ratio between the favorable outcomes to an event "A" to the total outcomes of the experiment.

Basic Terminology used in this theory

Experiment

An operation that results in a definite outcome is called an experiment.

Random Experiment

When the outcome of an experiment cannot be predicted, then it is called Random experiment.

Sample space

The set of all possible outcomes of an experiment is known as the sample space corresponding to that experiment.

If the number of outcomes is finite the sample space is a finite space otherwise, it is an infinite space. If the outcomes are

discrete, the space is called a discrete sample space. If they are continuous the space is called a continuous sample space.

Sample Point

Each possible outcome is called a sample point.

Event

Events may be a single outcome or combination of outcomes.

Equally likely Events

Two or more events are said to be equally likely if they have equal chance of occurrence.

Mutually Exclusive Events

Two or more than two events are said to be mutually exclusive if they cannot happen simultaneously in the same trial.

Let A and B be two events defined in a sample space. If A and B are mutually exclusive events. Then $P(A \cup B) = P(A) + P(B)$

Complement of an Event

Complement of an event A is the collection of all sample point of S and not in A.

Independent Event

Several events are said to be independent even if the occurrence of any one of them does not affect the occurrence of any other.

Let A and B be two events defined in a sample space. If A and B are independent events. Then $P(A \cap B) = P(A) \cdot P(B)$

Conditional Probability

The conditional probability of occurrence of an event "A" given that the event "B" has already occurred is denoted by $P(A/B)$.

$$P(A/B) = \frac{P(A \cap B)}{P(B)}$$

1) A number is selected at random from the number 1 to 30. What is the probability that

- a) It is divisible by either 3 or 7?
- b) It is divisible by 5 or 13?

Solution

- a) Let "A" be the event of selecting a number divisible by 3
Let "B" be the event of selecting a number divisible by 7

$$A = \{3, 6, 9, 12, 15, 18, 21, 24, 27, 30\}$$

$$P(A) = \frac{10}{30}$$

$$= \frac{1}{3}$$

$$B = \{7, 14, 21, 28\}$$

$$P(B) = \frac{4}{30}$$

$$= \frac{2}{15}$$

$$P(A \cap B) = \frac{1}{30}$$

$$P(A \cup B) = P(A) + P(B) - P(A \cap B)$$

$$= \frac{1}{3} + \frac{2}{15} - \frac{1}{30}$$

$$= \frac{13}{30}$$

b) Let C be the event of selecting a number divisible by 5

Let D be the event of selecting a number divisible by 13

$$C = \{5, 10, 15, 20, 25, 30\}$$

$$P(C) = \frac{6}{30}$$

$$= \frac{1}{5}$$

$$D = \{13, 26\}$$

$$P(D) = \frac{2}{30}$$

$$= \frac{1}{15}$$

$$P(C \cap D) = 0$$

C and D are mutually exclusive events

$$P(C \cup D) = P(C) + P(D)$$

$$= \frac{1}{5} + \frac{1}{15}$$

$$= \frac{4}{15}$$

2) What is the probability of getting a sum "Nine" when two dice are thrown?

Solution

Let "A" be the probability of getting a sum "Nine"

$$A = \{(6, 3), (3, 6), (4, 5), (5, 4)\}$$

$$P(A) = \frac{4}{36}$$

$$= \frac{1}{9}$$

- 3) A bag contains 4 red and 6 black balls. Two balls are drawn at random. What is the probability that both are black?

$$\text{No of ways of drawing 2 balls} = {}^{10}C_2$$

$$\text{No of ways of drawing 2 black balls} = {}^6C_2$$

$$\text{Required probability} = \frac{{}^6C_2}{{}^{10}C_2}$$

$$= \frac{6 \times 5}{10 \times 9}$$

$$= \frac{30}{90}$$

$$= \frac{1}{3}$$

- 4) There are four letters and four addresses envelopes. Find the chance that all letters are not dispatched in the right envelopes.

Solution

First letter can be put in any one of the 4 envelopes. 2nd letter can be put in any one of the remaining 3 envelopes etc.

The total number of ways in which 4

Letters can be put in envelopes = 4!

All the letters can be put in right envelopes in one way only.

Hence the probability of all letters being put in right envelopes = $\frac{1}{4!}$

$$= \frac{1}{24}$$

The required probability = $1 - \frac{1}{24}$

$$= \frac{23}{24}$$

- 5) In a certain college 25% of the students failed mathematics, 15% of the students failed chemistry, and 10% of the students failed both mathematics and chemistry. A student is selected at random.

- i) If he failed chemistry, what is the probability that he failed mathematics?
- ii) If he failed mathematics what is the probability that he failed chemistry?
- iii) What is the probability that he failed mathematics or chemistry?

Solution

$$P(M) = 0.25$$

$$P(C) = 0.15$$

$$P(M \cap C) = 0.10$$

$$i) \quad P(M/C) = \frac{P(M \cap C)}{P(C)}$$

$$= \frac{0.10}{0.15}$$

$$= \frac{2}{3}$$

$$\text{ii) } P(C/M) = \frac{P(M \cap C)}{P(M)}$$

$$= \frac{0.10}{0.25}$$

$$= \frac{2}{5}$$

$$\text{iii) } P(M \cup C) = P(M) + P(C) - P(M \cap C)$$

$$= 0.25 + 0.15 - 0.10$$

$$= 0.3$$



Jenosini &
Sasikala.
1st year

HUMAN CAPITAL DISCLOSES.

Human Capital

The set of skills which an employee acquires on the job, through training and Experience, and which increase that employee's value in the market place.

Human Capital Discloses.

The Role of the manager's Human Capital in Discretionary Disclosure.
(VenkNagar)

Introduction -

This study shows that manager's concerns about performance evaluation can effect their discretionary disclosure decisions. Building on verrechia's (1983) demonstration that an (undentified) cost of disclosing can preclude disclosure in the presence of rational expectations, researchers have identified several forms of disclosure cost, such as threat of entry and other competitive concerns { Darrough and Stoughton (1990), Gigler (1994), and Hayes and Lundholm (1996) } this stream of literature has assumed that the share holders and the managers have the same objective. I extend this literature by separating the concerns of the managers from those of the share holders and characterize discretionary disclosure as a function of manager - specific variables such as managerial performance assessment.

In my model, earnings are produced by the manager's human

capital and firm - specific assets. The manager is privately informed about the components of earning and has the discretion to disclose this information if the manager discloses, he is uncertain about the resulting revision in the capital market's assessment of his human capital.

Purpose - The purpose of this paper is to explore an apparent disparity between human capital information 'desired' by financial analysts and fund managers and 'actual' disclosure of such developing countries.

As human capital disclosure is mainly at the discretion of management. The information that is provided may not necessarily be what is desired by users of annual reports, creating an information gap costly to both providers of information [opportunity loss] and users of information [relevance loss].

Human capital has long been recognized as a vital asset and value creator to companies. In Roslender and Dyson (1992), 'value' was seen in a broad sense as "enhancing the performance of an organization" (p.316). More recently, swart (2006) refers to "core competence, knowledge creation and innovation..... creating value over and above physical and financial resources.

Over survey of the literature indicates that most previous studies tend to focus on the supply side of

information, and have shown that human capital disclosures in the annual reports are mostly voluntary, diverse in content, format and extent, and often adopt the social responsibility perspective.

Adequate disclosure of human capital information is an important matter since it affects not only a firm's ability to recruit and retain the best people, but also conveys a firm's potential to create value and thus its share price and ability to attract funding nationally and internationally.

The remainder of the paper is organized as follows: The next section reviews the human capital disclosure literature including its origins in human resource accounting, the results of relevant empirical prior studies, and theories of accounting disclosure.

Organizations will elect to voluntarily disclose information about their human resource, over and above mandatory requirements, in order to meet real or perceived stakeholder expectations [Guthrie et al., 2006]. The various interest groups deemed to have an interest in controlling with via the annual report [Guthrie et al., 2004]. Also, companies will voluntarily disclose information such as human capital to meet the demands of stakeholders who have power to control resource required of human capital may be explained.

Hence, we attempt to narrow the literature gap by assessing the demand side. Specifically, we investigate whether the human capital information that is currently disclosed meets the needs of the investment community, whether mechanistic disclosure of readily quantifiable details places disproportionate emphasis on metrics at the expense of "softer" human capital drivers of corporate performance, and how any tendency by emerging economies to focus disclosure on

particular components of human capital may be explained.

Conclusion

It can be concluded that there is a need for greater human capital disclosure through public channels, such as the annual reports, to aid financial analysts, fund managers and private share holders to make decisions without privileged access via private meetings. Despite its limitations, the annual report remains the basic source of information for a range of stakeholders (Holland, 1998, pp. 255-256). There has been great progress in corporate governance and stewardship related disclosures. However, in developing countries in particular, greater emphasis in annual reports on information about corporate value-creators and decision makers, and less on figurehead directors, would be welcomed by the investment community.

We speculate, in this exploratory paper, whether in other parts of the world (such as Egypt, Thailand, South Africa, South Africa, Fiji, Sri Lanka, India and Russia) which experience similar legitimacy pressures, parallel issues regarding the supply of human capital disclosure may be evident. If so, there may be excessive disclosure of information about directors *per se* rather than about the active decision makers and value creators.

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- IC eye year, *financial Management*, May, PP. 28-29



Miss.YohendranTharsikka
2nd Year

What makes a job lovable?

The reasons that one person loves his or her job, and another person's hates his or her job are very personal one. These reasons often have to do more with the person's psychology than the concrete facts of the job. Different people want and need different kinds and combinations of job satisfaction. They're picking from a huge variety of reasons and putting together an equation that's right – or not right-for them and them alone.

It's almost a mistake to think that any single characteristic of a job is enough reasons for a person-any person-to that job. Usually, you have many personal reasons for loving job. A job you love is a good match between your own psychological make up and specific needs with the particulars of what you do all day.

Too many of us are hung-up on finding that one star, that one pot of gold. Some books talk about finding your "true life's work" or your "one right road" for some people that's possible –the young girl who knows from her first glimpse of a band aid that she wants to be a surgeon, or the small boy who sits down at the piano at age five and stay there until he's a concert pianist. For most of us though, there is no single answer to the question: "what is the right career- or job-or life path-for me?"

Some people are so focused on finding the one right answer that they become immobilized. They're looking for the pot of gold at the end of the rainbow the winning lottery ticket the magic bullet. They won't experiment with learning new trades or new fields until they've settled on what's exactly right for them. They won't work hard to

improve their enjoyment of or their performance at the jobs they already have they don't try to mold the most right into the really right somebody once said."Perfection is just a succession of approximately rights" some times you've got to play around with "approximately right" until you've turned it in to some thing that truly is just right for you.

For most of us there is no single shining star that we're destined to follows for our entire careers or/ lives. Most of us have a group of interests a varied (and some times conflicting) set of personal skills that all need to be factored in to our decision about our life's work. Instead of searching for that solitary. Shinning star. I advise people to identify the top five or ten stars that form their own personal, motivational constellation.

- Do you need a job that always changing?
- Do you want to feel that you're helping others through your work?
- Do you need a lot of responsibility or does that idea frighten you?
- Do you want to be in the public eye or is public visibility a big negative for you?
- Do you have a good sense of the big picture?
- Do you have a need for structure or are you happier in an open and independent environment?

If you need structure you might be miserable in a free-wheeling environment, with no formal management levels and no clear plan for responding to problems if you like to think on your feet and make it up as

you go along, this might be just the right place for you. There are all types of jobs and all types of people you challenge are to figure out what type of person you are. You plunge into some body else's dream job.

Reference : Love your job! --- Dr. Paul powers



J.MARY NIROSINI
1st year

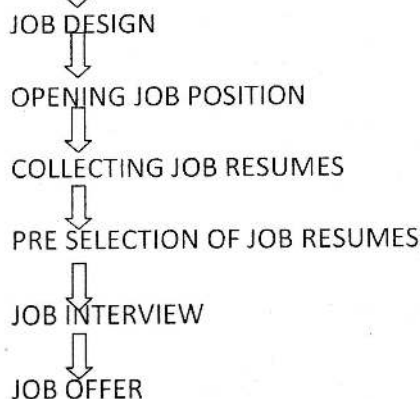
Recruitment

Recruitment refers to the process of attracting, screening and selecting qualified people for a job. Some components of recruitment process, mid large size organizations often retain professional recruiters or outsource some of the process to recruit agencies

The recruitment industry has four main types of agencies. Employment agencies, recruitment website and job search engines “head hunters” for executive and professional recruitment and niche agencies which specialize in a particular area of staffing. Some organizations use employer branding strategy and in house recruitment instead of agencies. Related functions are generally carried out by an organization’s human resource staff.

The stages in recruitment include sourcing candidates by advertising or other methods, screening potential candidates using test and/or interviews, selecting candidates based on the result of the test and/or interviews and on-boarding to ensure the candidate is able to fulfill their new role effectively.

Recruitment process



Job design is the most important part of the recruitment process. The job design is a phase about design of the profile and a clear agreement between the line manager and HRM function, the job design is about the agreement about the profile of the ideal candidate and the agreement about the skills and competencies which are essential. The information gathered can be used during other steps of recruitment process to speed it up.

The opening of the job position is generally the job of the human resource recruiter who is skilled and experienced. HRM recruiter should decide about the right mix of the recruitment sources to find the best candidates for the job position. This is another key step in the recruitment process.

The next step is collecting of job resumes and their pre-selection. This step in the recruitment process is very important

today as many organizations lose a lot of time in this step. Today the organizations cannot wait with the pre-selection of the job resumes. Generally this should be the last step done purely by HRM function.

The job interviews are the main step in the recruitment process which should be clearly

designed and agreed between HRM and the line management. The job interview should discover the job candidates who meet the requirements of the corporate culture and the department



FHA.Shibly
Assistant Lecturer in Management

Should SriLankan Manager be adequately train in interviewing skill for reason of strategic important and upholding basic human values (rights)?

Introduction

The term interview, according to Dressler, is defined as a “procedure designed to obtain information from individuals, who are seeking employment”. The information can be obtained from a person through oral responses to oral inquiries. Interviews, at some point and time, will not be so easily accessible to receiving information from the interviewee. The reason being is that the interviewee may not wish to give the interviewer accurate information. Some people are poor communicators. The information you need will be expressed in their writing style or their performance only.

Interview is an amazing art in Human Resource Management. Every employee even a CEO, should face an interview to enroll a job when they started his career. Interviewee take over a small part in the interview process. but, interviewer should take more responsibility to recruit a person or group of people for an organization. Here, I have mentioned interviewer who should be a manager. Not only human resource manager, but also all type of managers must have interviewing skills for reason of strategic important and upholding basic human values. The manager who may be involving in marketing management, operations management, sales

management, Human Resource management, financial management, but, he should have certain level of interviewing skills. Otherwise, the company will do costly mistakes and will be lost their goodwill by unqualified employees.

Manager cannot think that interview is a process by making bunch of questions related to the particular job. For an example, A manager who involves in marketing. In an interview, he may ask some questions which are given below,

01. What is marketing?
02. Why marketing is an important for an organization?
03. Tell me about yourself?
04. Expected salary?
05. Do you know about our organization?

Above questions look like silly. because, infact every candidate who applies for a marketing job, he will answer perfectly. This is not an interviewing skills. by asking these questions we can't upholding basic human values.

Particularly, Sri Lankan manager should have some reasonable skills to make an interview to recruit a person to uphold basic human

values. Because a recruitment process must be unbiased and not to be predetermined.

Sri Lankan Managers and current trends of Interview

Business managers require business intelligence on the latest developments and trends and need an armoury of skills and strategies to deal with the constant challenges of running a business.

For managers, interviewing is about gathering useful information in every face-to-face encounter, from project planning meetings to client discussions to speaking with prospective employees. Interviewing Techniques for Managers shows you how to master every aspect of the interview process to ensure that you always get honest, helpful, and results-oriented answers. Separating fact from fiction when interviewing potential employees ... Solving workplace problems ... Uncovering how best to meet customer needs ... The ability to interview others is among the most valuable skills a manager can have. Interviewing Techniques for Managers will help you end each interview with the information you need, by beginning each interview with a solid, results-oriented plan--and the know-how to execute that plan.

Being a Manager in Sri Lanka

The business set up in Sri Lanka is very formal and intercultural management will be more successful if you maintain a degree of formality at all times. Although the caste system no longer exists, hierarchical structure remains extremely important. This is a country where rank has its privilege. Defer to those in senior positions and treat

them with dignity and respect. Never do anything to make a business colleague appear less in the eyes of others. Status is important and it is a good idea to seek situations where you can flatter your colleagues.

Patience will be a necessary cross cultural attribute. Things generally take longer than expected. The government is often consulted when making decisions, which adds additional layers of bureaucracy to the process.

The Role of a Manager

Cross cultural communication will be more effective when managing in Sri Lanka, if you keep it in mind that each person has a very distinct role within the organization. People believe that their supervisors have been chosen because they have more experience than those they manage, and it is, therefore, unnecessary, and even inappropriate for them to consult with lower-ranking individuals when decision-making.

In Sri Lanka, as in other hierarchical societies, managers may take a somewhat paternalistic attitude to their employees. They may demonstrate a concern for employees that goes beyond the workplace and strictly professional concerns. This may include involvement in their family, housing, health, and other practical life issues.

Approach to Change

Sri Lanka's intercultural adaptability and readiness for change is developing all the time. Sri Lanka is seen to have a medium tolerance for change and risk. It is important for innovations to have a track record or history noting the benefits if they are to be accepted and implemented.

The fear of exposure, and the potential of embarrassment that may accompany failure, brings about aversion to. Because of this attitude, intercultural sensitivity is going to be required, especially when conducting group meetings and discussing contributions made by participating individuals.

Decision Making

Since Sri Lanka is a hierarchical country where the caste system has left its mark, in general, managers speak kindly to employees, although they may also at times publicly berate them. The latter is not a behavior an expatriate manager should emulate.

The manager or boss is considered the ultimate authority and is to be treated with respect and deference. At the same time, the manager is expected to show paternalistic concern for his employees. Employees do not challenge the boss, even if they know he is wrong.

Communication and Negotiation Styles

Personal relationships are crucial to conducting business. Relationships are based on respect and trust. You will need patience, perseverance and persistence. The first meeting is often used to get to know you. Do not expect any business to be resolved. Decision making is a slow process. It is often difficult to determine who the actual decision maker is. Expect it to take several meetings to accomplish what could be handled at home in one meeting.

General Interviewer's Skills

This activity will prepare manager to assume the duties of a human resources specialist and prepare an interview guide used during typical selection interviews. Manager will prepare the interview guide based on the

bona fide occupational qualifications listed in a job description as well as materials provided by the job applicant. Plan an opening and closing for a selection interview. Some basic things in the interview are,

1. Construct primary and secondary questions to ask the applicant.
2. Ensure that all questions asked during an interview conform to state and national laws.
3. Formulate a method of recording impressions of the interviewee.

What are the main skills srilankan managers should have?

The job interview is not just about the selection of the best candidate for the vacancy in the organization. The role of the Human Resource management Function during job interviews is to keep the alignment of the candidates with the corporate culture and overall recruitment strategy of the organization.

Srilankan Manager has to know all the details about the corporate culture and the HR Recruiter is the person to test the fit between the candidate and the conditions inside the organization. The HR Recruiter has to be skilled and trained to recognize the values and drivers of the candidate to have a quick opinion about the fit of the candidate and the corporate culture.

Srilankan Manager has two different roles in the recruitment and selection process. The HR Recruiter is responsible for the efficiency of the whole recruitment and selection process and he/she is responsible for the fit of the candidates with the organization and the final department. The manager uses the brief from the HR Business Partner to match the age, sex and the behavior of the candidate to fit in the department, but the

Manager is never briefed on the corporate culture.

The Human Resource management Function does not test the skills needed for the job tasks, Srilankan Manager focuses on the soft skills part of the candidate. The HR Recruiter asks those "stupid HR questions" to find out more about the candidate. The most skilled HR Recruiters do not ask the questions, they use the technique of the "behavioral job interview", where the candidate is put to the different situations during the job interview. The HR Recruiter just observes the reactions and answers provided by the candidate. There are no right and bad answers, but the behavior can indicate the fit with the corporate culture and the team dynamics.

The working role of the Human Resource management Function in the recruitment and selection process needs a clear split of responsibilities between the HRM Function and the line manager. The Human Resource management Function has to have the right to say "NO" to the candidate, which is really skilled, but his profile does not match with the organization and its corporate culture.

The managers tend to favor the hard skills as they see as the benefit for the beginning of the candidate in the new job position. But the role of the Human Resource management Function in the recruitment and selection process is to provide the manager with the honest feedback during the process to make clear agreement about the fit with the corporate culture. The hard skills can be learned, but the fit with the corporate culture does not have to make an immediate impact, but it can generate huge conflicts later. The role of the HRM Function in the recruitment process is to protect the organization from such conflicts and to help building the common corporate culture.

Recommendations for Srilankan Manager for training in interviewing skill for reason of strategic important and upholding basic human values (rights)

The Sri Lankan Manager is known to usually try to interview anywhere between three to five applicants for a position at a minimum. This also depends on the response to the posting of the job positions. Prior to an interview, the interviewer should develop a set of questions that will elicit information from the candidate and this will address the responsibilities of the position.

According to Fitzwater, there are four phases that must be performed in the behavioral interview process that will assist with making good, effective hiring decisions. **These 4 phases must be helped to sustain the basic human values specially for Sri Lanka and other commonwealth developing countries. I strongly recommend that this 4 phases methodology should be applied in Sri Lanka by managers in future.**

PHASE I – An interviewer must first gather all the necessary information such as the position descriptions, review the performance appraisals, discuss with other employees who have knowledge of the position and review the applicant's background credentials versus the job related criteria. The **performance review** must have the employee's permission due to privacy, according to the author. The performance review covers the "employees' strengths and developmental needs", who have previously held the position.

The **position description** contains information on the applicant that

“reemphasizes and confirms specific needs”. (Fitzwater,2000). According to the author, the position description can be used “internally and externally and also be used to give information to external search agencies, who are conducting searches for their companies”

The background review is the final stage of Phase I which is used to compare the information in employee’s file. This information will help determines, along with the resume, whether the applicant is qualified for the position. The background information is very important information to verify if the applicant has a past criminal record that may not be revealed on the job application. It is known to occur when an applicant applies for a position and the person is hired based on who he knows and not knowing all that the company needs to know about the applicant. Sometimes, it may take years before negative information is revealed.

PHASE II – According to Fitzwater, an interviewer must conduct the actual interview by organizing interview questions, ask the candidate open and end questions, strive for detail information and clarifications. “Open ended questions are effective because they required more than just a response of “yes” or “no” responses””. It is a challenge for the interviewee to give more details.

It is also necessary to gather information that is job related from the interviewee, observe and take notes of all job related behavioral data according to Fitzwater. It is absolutely necessary to receive as much information from the interviewee as

possible which will enhance the decision in hiring the right person for the job. An interviewer, when conducting an interview, should not be unprepared. He/She should not ask illegal, discriminating or personal questions to the applicant.

According to Fitzwater, when interviewing, an interviewer must avoid the following topics:

- Arrests or police records
- Gender of the applicant
- Disability
- Age
- Race or color
- Religion
- Marital status

This is just to name a few. These types of questions would put the applicant in an uncomfortable position and violates their privacy. An interviewee, who conducts themselves in this manner, is considered unprofessional. The interviewer should not do too much talking, but listening, giving the applicant an opportunity and enough time to speak.

According to Arthur, open-ended questions are helpful in encouraging a person who is shy or withdrawn to talk. An example of open-ended questions is “What do you do when a customer is not satisfied with service you provided?” This type of question is appropriate for “the responsibilities for a customer crevice representative”. Now some open-ended questions can be too broad when you ask the interviewee “Now tell me about yourself”. This would cause the interviewee to have to remember many previous months or years in the past.

Closed-end questions can be answered with a "yes" or "no" response. These types of questions make the interviewee be at ease and give the interviewer more control. According to Arthur, closed-end questions are also helpful in verifying information. One thing an interviewer should avoid and that is "relying on close-ended questions for the bulk of their information on a candidate job's suitability". It is good to always ask the interviewee if they have any questions.

PHASE III – Once an interviewer has taken notes, they need to analyze their notes, and evaluate the behaviors versus the criteria. He or she must make an evaluation of the behaviors against the normal behavior, assign a rating and make a quality decision. The decisions would be based solely on the information and behavior of the candidate.

According to Fitzwater, taking notes is helpful to remember what the interviewee said. Therefore, it is vitally important to listen closely while the interviewee is talking and not judge them instantly. It is also important to pay close attention to what they say as well as how it was said. The normal behavior displayed by an applicant being interviewed is acknowledged as:

- the ability to communicate effectively
- well-groomed
- displays self confidence and confidence in others
- demonstrates the ability to relate to strangers
- some degree of assertiveness

Any behavior that is demonstrated as inappropriate would be in conflict with the

criteria that are expected during an interview.

PHASE IV –According to Fitzwater, this phase is required to do an interview follow-up. All interviewers involved should meet and evaluate the process, compare notes and make a hire or no hire decision. There are two letters that will be composed after an interview. There is a letter of reject signed by the hiring manager or the human resource department, if the applicant does not meet the requirements for the position. The letter would be professional, give the applicant a feeling of caring within the letter, inform the him or her that they do not meet the job requirement for that particular position and last but not least, be cordial.

The offer letter is different and it is more enjoyable to send and receive. This letter, too, should be cordial and generate some enthusiasm within the candidate. It informs the applicant that he or she has been accepted. The letter will include information such the salary in monthly terms, the potential for a bonus, and a mandatory pre-employment drug-screening test.

Conclusion

Let's face it--great Managers are great because they surround themselves with fantastic, talented people. Here is a little-known secret: most Managers are not very skilled at interviewing. Making poor hiring decisions (and keeping bad hires) based on deficient interviewing skills costs companies millions of money every year. This article helps Managers develop the proven skill

sets to interview and find the best candidate every time.

At this articles' conclusion, Srilankan Managers should be able to:

- ❖ Understand the impact of interviewing and hiring the best applicants.
- ❖ Identify and use the tools and techniques for interviewing effectively and finding talent.
- ❖ Use the right kinds of questions to uncover what they are looking for.
- ❖ Learn and use a specific step-by-step process for interviewing that eliminates mistakes
- ❖ Develop an action plan for their growth and development as interviewers.

In this article ,I have analyzed Fitzwaters' 4 phases tactic for srilankan managers those who should have the vital skills in interviewing for reason of strategic important and upholding basic human values (rights).

By using the above tactics,Srilankan Manager can improve their interviewing skills and company's wealth.

Summary

- A successful interview should determine if there is a match between the individual and the job
- Be prepared for the interview
- Analyze candidate's resume before the interview and frame the lead questions
- Follow a structured process
- Develop a simple outline that covers general job duties
- Behave politely with the candidate.

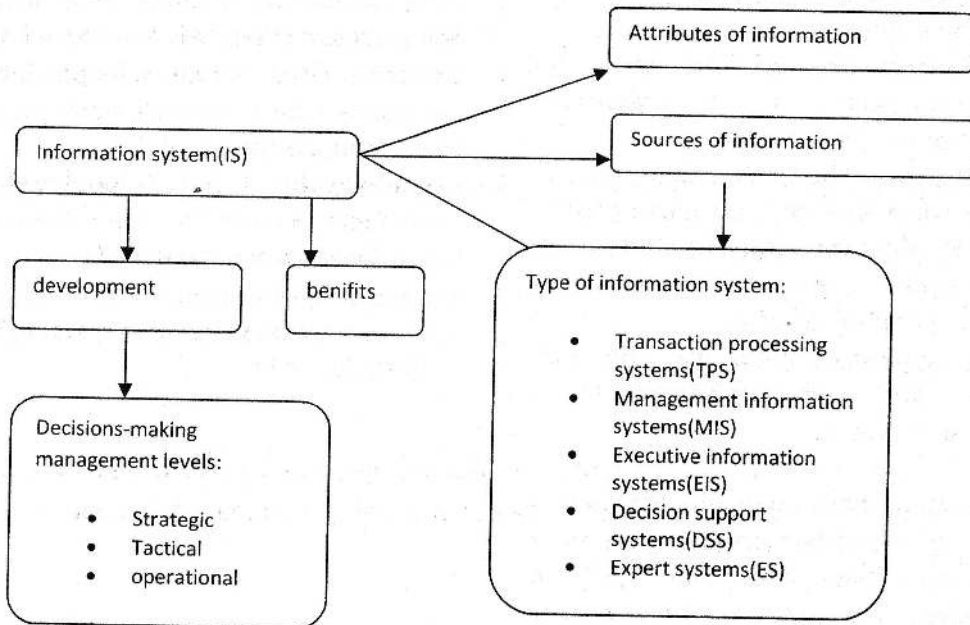
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Revathi.T
2nd year

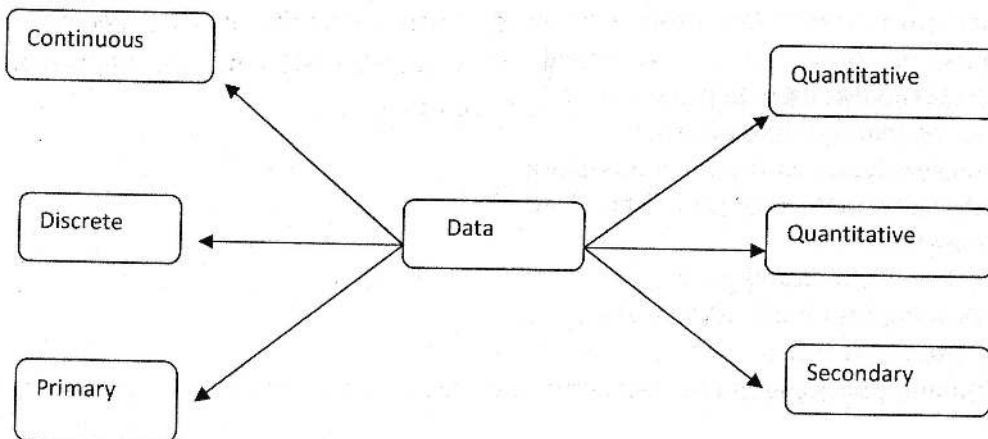
INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS IN BUSINESS



Information technology and information systems.

- Information is different from data.
- Data consists of numbers, letters, symbols, raw facts, events and transaction, which have been recorded but not yet processed into a form that is suitable for making decisions.

Data can also be classified as:



Information is data that has been processed in such a way that it has a meaning to the person who receives it, who may then use it to improve the quality of decision-making.-it is a vital requirement within any business and is required both internally and externally. Management requires information:

- To provide records, both current and historical.
- To analyse what is happening within the business.
- To provide the basis of decision making in the short-term and long-term.
- To monitor the performance of the business by comparing actual results with plans and forecasts.

Various third parties require information about the business including:

- The owners, e.g.- share holders.
- Customers and suppliers.
- The employees.
- Government agencies such as tax authorities.

Data processing is the conversion of data into information, perhaps by classifying, sorting or producing total figures. The conversion process may be manual or automated. In general, data may be transformed into information by:

- Bringing related pieces of data together.
- Summarizing data.
- Basic processing of data.
- Tabulation and diagrammatic techniques.
- Statistical analysis.
- Financial analysis.

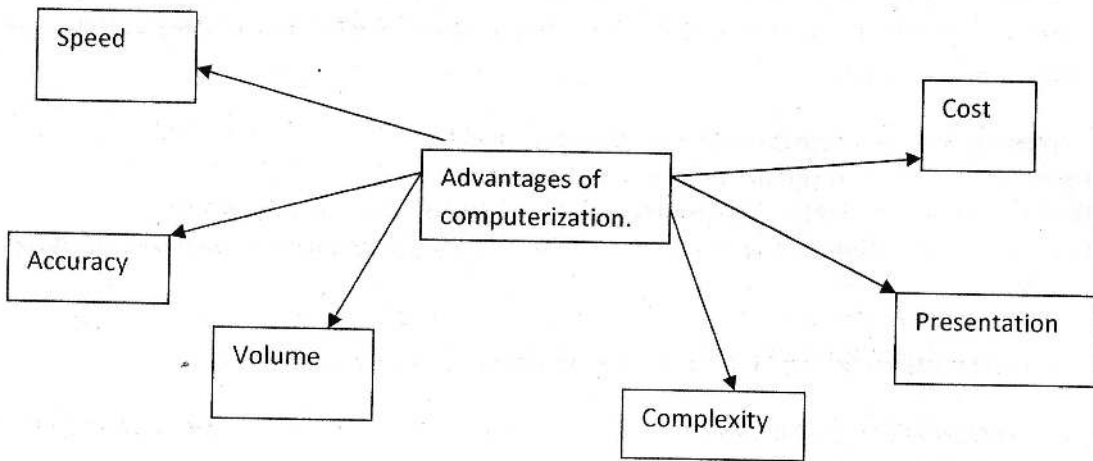
The advantages computerization will bring to a company.

Most aspects of our economy ,from the music industry to manufacturing. Banking, and defense, is now totally dependent on modern information processing systems. Developments in information technology provide companies with new opportunities, e.g.:

- Internet.
- Access to corporate databases.
- Mobile computing.
- Improved telecommunication structure.

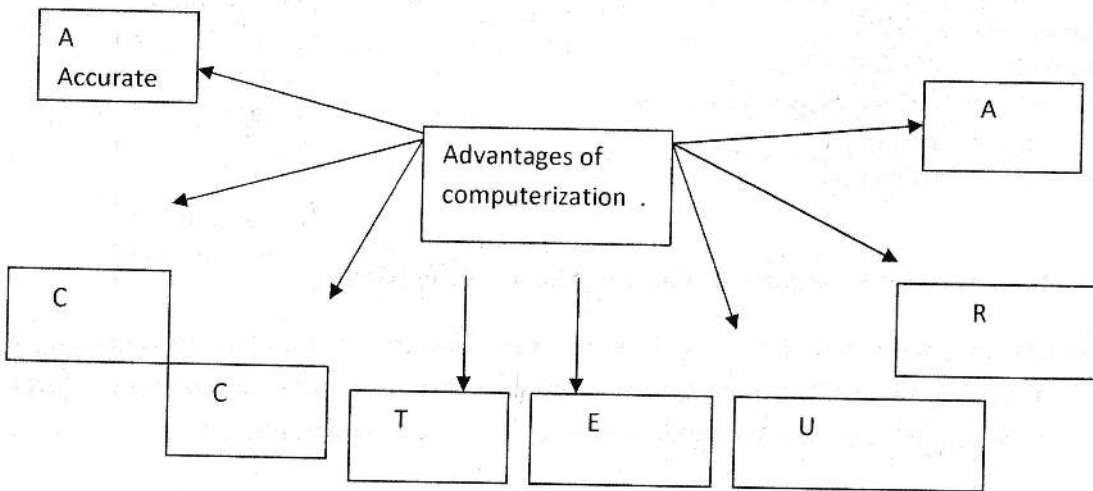
The value of computer systems in handling and processing business data cannot be underestimated.

Computers have revolutionized information systems for the following reasons:



The Qualities of information

Good information is information that helps in the decision making process, is useful to the recipient and can be relied upon. The information supplied to management must add to the understanding of a situation and display the following qualities of good information. You can remember these qualities by means of the mnemonic ACCURATE



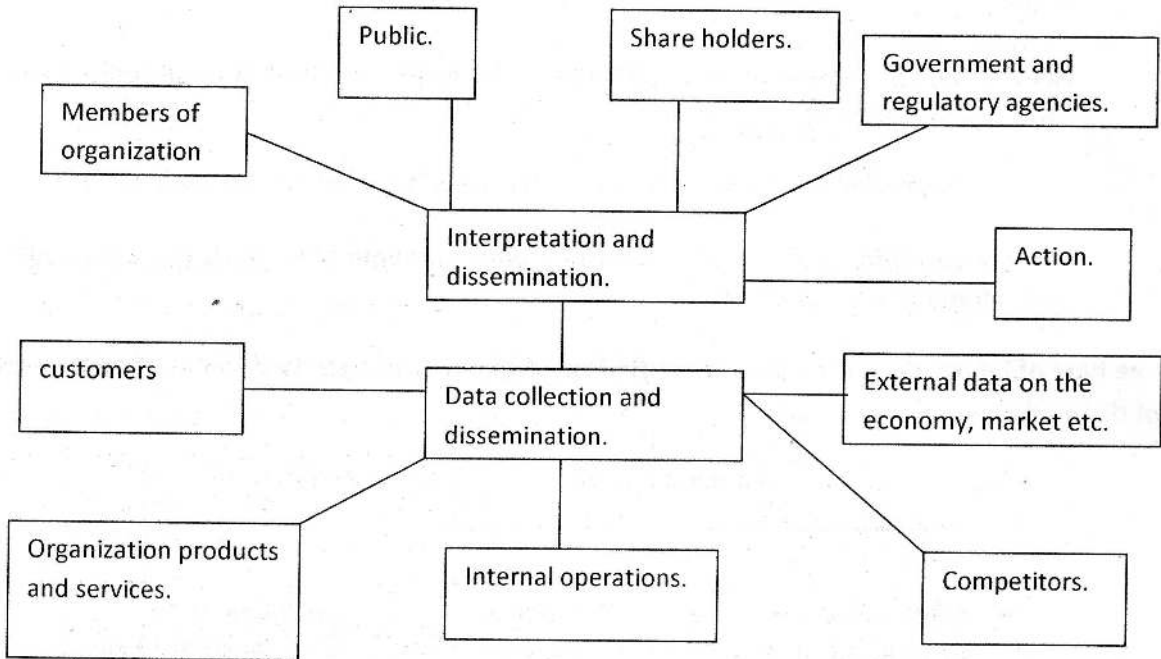
- Accurate –information should be sufficiently accurate for its intended purpose and the decision –maker should be able to rely on the information.
- Complete- the more complete information is, the more reliable it will be.
- Cost-the information should not cost more to obtain than the benefit derived from it.

- Understandable and user friendly information is much more readily acted upon.
- Relevant –the information provided should concentrate on the essentials and ignore trivia.
- Adaptable-information should be tailored to the needs and level of understanding of its intended recipients.
- Timely-information that is out –of –data is a waste of time, effort and money.
- Easy to use- information should be clearly presented and send using the right medium and communication channel.

The type of information used at each level of the organization typical information used at each of the management levels

Strategic	Tactical	Operational
<ul style="list-style-type: none"> ▪ Expected government policy. ▪ Overall profitability ▪ Competitor analysis. ▪ Profitability of divisions/segments of the business. ▪ Future market prospects. ▪ Availability and cost of capital. ▪ Total cash needs. ▪ Resource levels. ▪ Capital equipment requirements. 	<ul style="list-style-type: none"> ▪ Productivity measurements. ▪ Budgetary control reports. ▪ Variance analysis. ▪ Stock turnover. ▪ Cash flow forecasts. ▪ Short term purchasing requirements. ▪ Labour turnover statistics within a department / factory. 	<ul style="list-style-type: none"> ▪ Employee hours worked. ▪ Raw materials input to a production process. ▪ Hours spent on each individual job. ▪ Reject rate. ▪ Stock levels.

Sources of information.



Data and information collected by an organization may be internal or external



T.Selvavathana
2nd year

HOT MONEY FLOW AGAIN IN SRILANKA

Money that flows regularly between financial markets as investors attempt to ensure they get the highest short term interest rates possible, hot money will flow from low interest rate yielding countries in to higher interest rates countries by investors looking to make the highest return these financial transfers could affect the exchange rate if the sum is high enough and can there fore impact the balance of payments.

Srilanka current and expected high growth in the economy.Srilanka to attract more non debt creating foreign investment flows; it is to increase the level of investment.

The government has planned to transform srilanka in to a strategically important economic centre by developing five strategic hubs. A knowledge hubs, a commercial hubs, a naval hub, a aviation hubs and a energy hubs; taking advantage of srilanka strategic location and resources.

Current year, tourism, oil exploration, railway transportation could be a some key drivers of economic activity srilanka battered by three decades of Tamil separatist violence that ended a year ago, appears finally able to begin to exploit its

sizable domestic oil and gas source and sources and reduce its crippling dependence on important.

In one of the latest moves, cairn lanka, a subsidiary of the Edinburgh based cairn energy product life cycle, will begin a three- well drilling campaign off the mannar basin. The revelation of large oil and gas reserves is welcome news to an economy long crippled by strife and out dated unfortunate economic planning. Inward remittances from srilankans working overseas form too much of Gross Domestic Product. Government spending for public administration and defense has remained high because of the now- concluded hostilities.

The mannar basin is a frontier petroleum province that has been virtually unexplored. Preliminary estimates indicate the presence of one billion barrels of oil in area. If proven the reserves would provide a sizeable boost to srilanka, which produce no oil and imported nearly US \$3.5 billion worth in 2008.

Colombo holds eight oil and gas exploration, block in mannar. Colombo decided to allow foreign and private

investors access to its offshore oil and gas fields.

Reinvigorate the lanka economy which is heavily dependent on tourism to earn foreign exchange. While significant improvement to the northern and eastern provinces in terms of reconstruction, physical, social and financial

infrastructure development and livelihood development.

Tea production, rubber production, fish production, textiles and garments increased performance, so this factors help to high economic growth and improve economic activity.



ஆஹா !

என்ன கவர்ச்சியான பெயர்



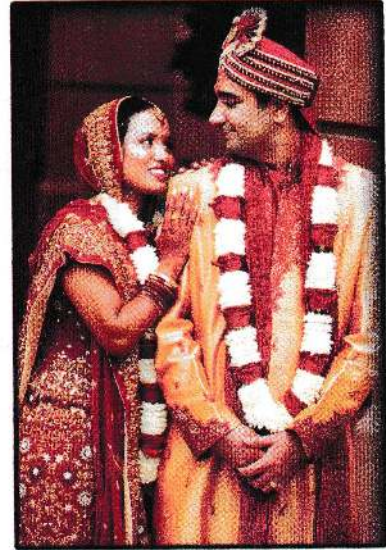
சரவணா ரெக்ஸ்

அபாரமான விற்பனை!

சரவணா என்றாலே
நங்கையர் இளைஞர்களுக்கு
புடவைதான் ஞாபகம் வரும்.

இங்கே

- இந்தியன் பட்டுசாறிகள்
- கொட்டன் சாறிகள்
- ஹெடிமேட் பஞ்சாமிகள்
- சில்க் சாறிகள்
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- ஆண்களுக்கான சேட், ரீசேட், ரெடிமெட் ஜீன்ஸ்கள்,
- ஜீன்ஸ் துணிகள், வேட்டிகள் எஸ்.எஸ்.எஸ். டிசைஸ்களில்.



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நல்லூர், யாழ்ப்பாணம்.
(சிவன் கோவில் அருகாமை)
021 2221723

770, 772, கே.கே.எஸ் வீதி,
தட்டாடுரு சந்தி,
யாழ்ப்பாணம்.
021 2220421

லிங்கன்

கிறீம் ஹவுஸ்



லிங்கன் என்றால் நினைவுக்கு வருவது ஐஸ்கிரீம்

சுவைத்தும் பாருங்கள் சுகாதார முறையடி தயாரிக்கப்பட்ட

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* சிங்கப் பீட்டி

* சொக்கீலட் ஐஸ்கிரீம்

* வென்லா ஐஸ்கிரீம்

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* லட் ஐஸ்கிரீம்

* மஸ்கட்

* ஸ்பெசல் பீட்டி

அத்தனையும் ஒரே இடத்தில்

யாழ் நகரில் அதி விசேட பல் சுவை ஸ்தாபனம் என்றால் அது லிங்கனே தான்
உள்ளே சென்றால் கண் குளிரும், மனம் குளிரும், சுவை குளிரும், திருப்தி குளிரும்
விஜயம் செய்து பாருங்கள்.

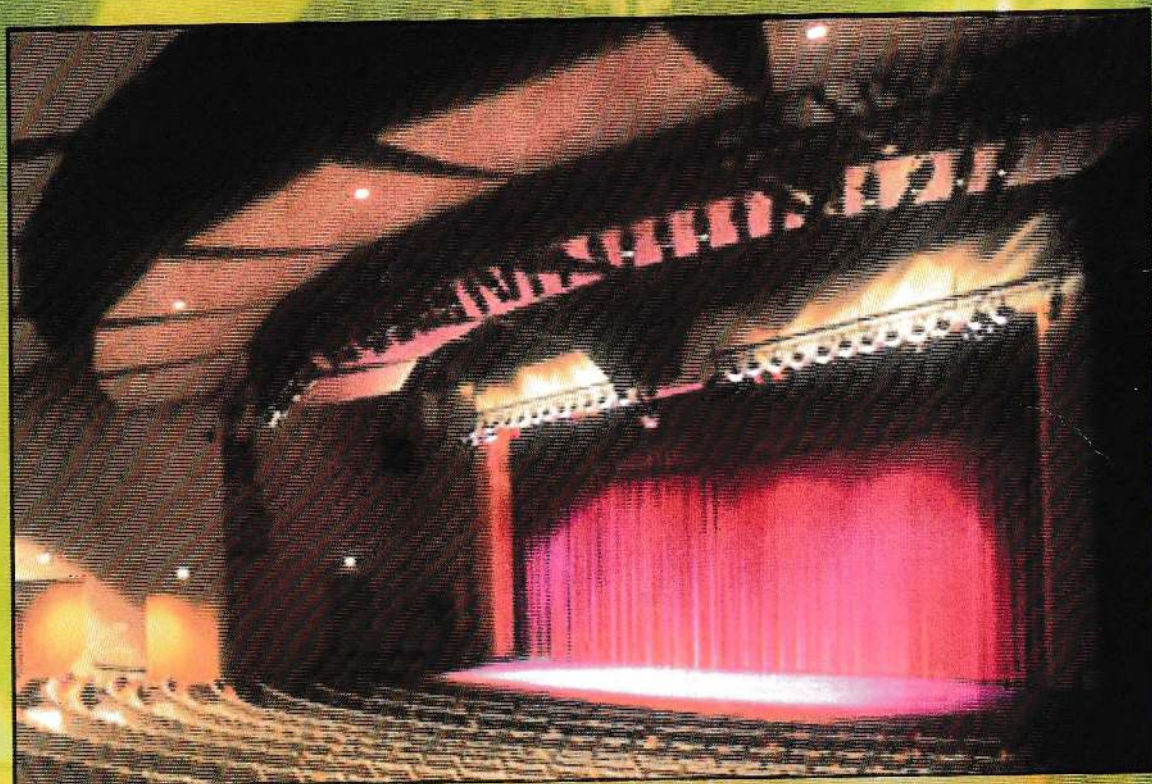
LINGAN

Cream House

119. Kasthuriyar Road
Jaffna.

செவ்வா திரையரங்கு

Hospital Road, Jaffna



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