



# COMMUNICATION AND COMPUTING SYSTEMS

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## Relationship between economic value added and share prices of Hindustan Unilever Limited

Shally Yadav, Mazhar Hasan & Pinkal K. Yadav  
*Dronacharya Group of Institutions, Greater Noida, India*

Honey Gupta  
*Department of Management Studies, Dronacharya Group of Institutions, Greater Noida, India*

**ABSTRACT:** The concept of Economic Value Added (EVATM) has been propounded as an economic measure of the extent to which a company adds value to shareholders' wealth. Many Indian companies are discerning the key to their long-term progression does not fit in products and services only but in resources that can never be simulated, that is, their unique and distinctive relationship with employees, investors and the community they assist. The main focus of study is to define the shareholders' value (in reference of Economic Value Added) of Hindustan Unilever Limited from 1999 to 2017. Hindustan Unilever Limited have very strong and positive coefficient of determination between EVA and Share price during the study period. EVA and Share price of HUL is significant and possesses a linear relationship.

### 1 INTRODUCTION

Value creation, today, for a competitive lead and to have edge over other - is a widely accepted business objective over profit maximization and wealth maximization. Value is created when all the stake holders perceive a significant difference in quality or benefit, with the result that the offer is capable of commanding a premium relative to competitors offer.

Indian companies have gone through many changes in the last epoch like burden of prudential standards, greater antagonism among companies, etc. This archetype shift in the Indian companies is shown in two dimensions: First, it relates to operational facet especially performance and risk-management system and the second one is very important dimension that relates to structural and external environment. Traditionally the methods of measurement of corporate performance are many. Common bases used are: - Net Profit Margin (NPM), Operating Profit Margin (OPM), Return on Investment (ROI), Return on Net Worth (RONW) etc. Profit after Tax (PAT) is an indicator of profit available to the shareholder and Profit before Interest after Tax (PBIAT) is an indicator of the surplus generated using total funds. ROI is still recognized as the most popular yardstick of profitability measurement. Although these financial data have the advantage of being precise and objective, the limitations are far greater, making them less applicable in today's competitive market. For evaluation of the efficiency of any decision, value creation or value addition aspect is of utmost importance in the present backdrop of corporate governance. In order to maximize shareholder value, decisions must be made as to how best to allocate capital, how to evaluate investment opportunities and how to measure performance.

EVA enables the management to, invest in projects that are critical to shareholder's wealth. This will lead to an increase in the market value of the company. However, activities that do not increase shareholders value might be critical to customer's satisfaction or social responsibility. For example, acquiring expensive technology to ensure that the environment is not polluted might not be of high value from a shareholder's perspective.

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## Does Human Development Balance with Economic Growth? A Study of Saarc Countries

### KEYWORDS

Correlation, GDP, HDI, SAARC Countries, Scatter Plot

**Honey Gupta**

Research Scholar, Department of Applied business economics, Dayalbagh Educational Institute, Deemed university, Agra

**Prof. V.K. Gangal**

Research Guide, Department of Applied business economics, Dayalbagh Educational Institute, Deemed university, Agra

**ABSTRACT** Economic growth's major indicator is Gross Domestic Product (GDP) as well as Human Development Index (HDI) that shows the prosperity level of society but the relation varies in developing countries. It is an attempt to find relationship between GDP and HDI of SAARC countries (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal and Pakistan) through Pearson Correlation for the duration of 2000 to 2012. This study draw out divergent results like Correlation between SAARC countries has inverse relationship. Within SAARC countries only Afghanistan has shown positive and significant result. It generates need to improve developmental policies and implementation for better society.

### Introduction

Human Development Index is a composite index to measure a country's progress not just in terms of its output but also provides an assessment of achievement about standard of living of the population, based on attainment levels of different quality of life attributes e.g. educational attainment and life expectancy at birth. It is a weighted average of indices of life expectancy, education measured by adult literacy, enrolment in education and the standard of living measured by the GDP growth. The purpose of human development is creating conditions in which its people can live a long and a healthy life. On the other hand, Economic growth of a country is defined by an increase in its output which is measured by calculating the Gross Domestic Product (GDP). SAARC was formed in 1985 as a major diplomatic breakthrough in South Asia. It was formed to promote intraregional trade that can be done with increase of their economic activities among each other. Any country can grow fully only when its citizen's social welfare improves with development in its economic condition. This paper is an attempt to study the correlation between HDI that shows social welfare and GDP depicts economic status of the SAARC Countries and investigate into the development scenario of each member countries named as Afghanistan, Nepal, Bhutan, Pakistan and India etc., over a period of 2000-2012.

### Review of Literature

**Akbar Khodabakhshi(2011)** investigated the Relationship between GDP and Human development Indices in India and found that per capita gross domestic production index in the Indian economy has had good growth but the impact on other indicators of human development index is very low even on some indicators such as life expectancy has been ineffective.

**Swaha Shomeand Sarika Tondon (2010)** studied the correlation between growth and development in the ASEAN 5 economies the study revealed that development and growth have not moved in tandem in the ASEAN 5 economies. Removing the income parameter from the HDI has shown that all five economies need to take effort in directing growth towards education. Only then will the challenges of development be met by achieving a higher growth rate.

**Sadequ Islam(2010)** examines the relationship between per capita real GDP and the human development index in high, medium and low human development countries. The sensitivity of the human development index to changes in per capita GDP is found to be highest in low human development countries. An 'inverted U' type relationship between per capita GDP and the human development index appears to be valid for medium human development countries.

**Alejandro Ramirez, Gustav Ranis and Frances Stewart(1997)** reconnoitred links between economic growth and human development, identifying two chains, one from economic growth to human development, and the other, conversely, from human development to economic growth. It finds that there exists a strong positive relationship in both directions and that public expenditure on social services and female education are especially important links determining the strength of the relationship between economic growth and human development, while the investment rate and income distribution are significant links in determining the strength of the relationship between human development and economic growth.

### Objective of the study

The Objective of study is to investigate the movement of Human development Index with Economic Growth of SAARC Countries from 2000 to 2012.

### Hypothesis

**"H0: Economic growth and human development of SAARC Countries are independent of each other".**

### Research Design and Methodology

- Variables used under the Study:
- ❖ Human Development Index(HDI)
- ❖ Gross Domestic Product per capita (ppp\$) as indicator of economic growth

For our research we have considered SAARC economies as a conglomerate and to understand the movement further we have also considered the SAARC countries individually. The Pearson correlation have been found, which are shown by fitting line in the scatter plots.

For considering individual economies, Pearson's Correlation coefficient has been found and is shown graphically with the help of scatter plots. HDI is a measure for human development that considers both income and non-income parameters. These have also been demonstrated by scatter diagrams. All data for GDP has been taken from IMF site, and HDI data has been taken from the Human development reports published by UNDP. For our research purpose correlation equal to 0.5 and above is considered strong. The latest human development report was released in October 2013 based on data in 2011. The report covers 186 countries. The top 47 countries of the world this year have been put in an exclusive group of very high human development. Of the SAARC 7 economies, Bhutan, India and Maldives are in the category of medium human development and the remaining economies in the category of low human development.

A correlation between the two parameters has also been attempted. There is Table 1 for showing significance between and within the SAARC countries:

**Table 1: Correlation Between and Within SAARC Countries**

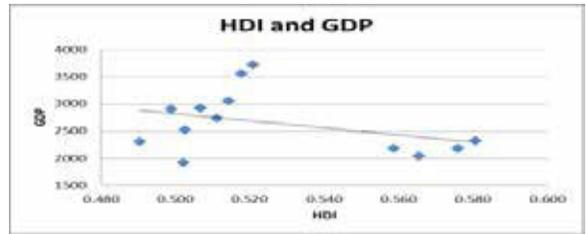
Countries	Correlation between HDI and GDP	N (Number of Pairs)	Critical Value @5% (two tailed) for Pearson's Correlation	Hypothesis Status
Between SAARC	-0.36505	13	.553	Accept Null Hypothesis
Afghanistan	0.79356	13	.553	Reject Null Hypothesis
Bangladesh	0.174125	13	.553	Accept Null Hypothesis
Bhutan	0.137754	13	.553	Accept Null Hypothesis
India	-0.50232	13	.553	Accept Null Hypothesis
Maldives	-0.60928	13	.553	Accept Null Hypothesis
Nepal	-0.50078	13	.553	Accept Null Hypothesis
Pakistan	0.039063	13	.553	Accept Null Hypothesis

Source:Own Computation

In order to explore the correlation between HDI and GDP growth rates, we will look at the correlation of each of the member countries. This will help us to understand why there is discrepancy between the countries on the HDI index and identify those economies which are the driver economies in growth as well as development.

**Analysis and Findings:**

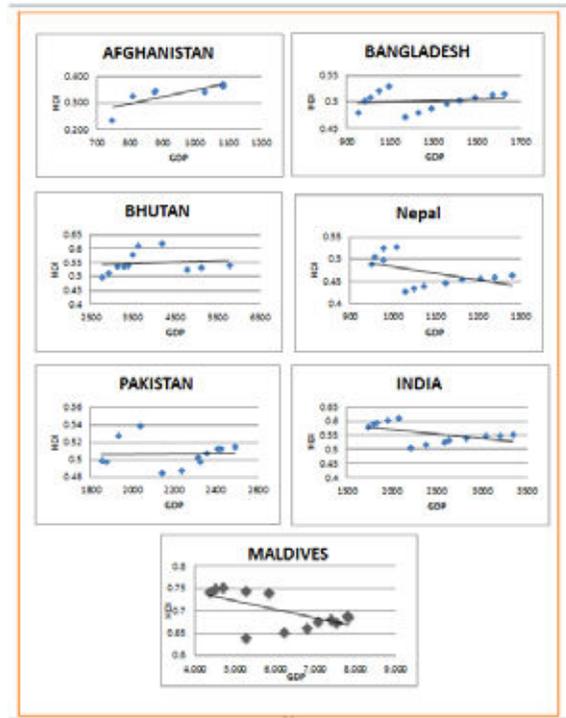
❖ The above values of correlation indicate that the correlation between Growth and Human development index has been negative for the region as a whole. It can be concluded that there is insignificant and negative correlation between the SAARC Economies which accepts the null hypothesis, the same has been shown by the Figure 1 of Scatter plot of GDP and HDI.



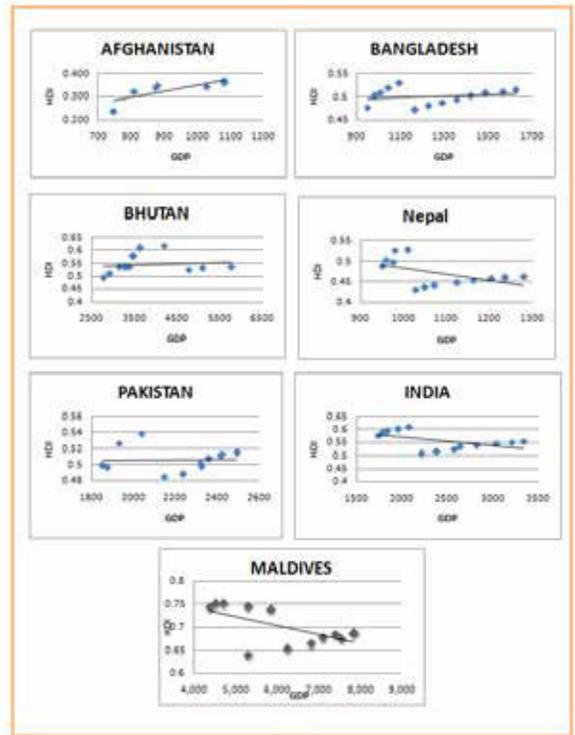
**Figure 1: Scatter Plot of GDP and HDI [Source: World Bank and UNDP Human Development reports]**

- ❖ For Afghanistan, it's the only economy which has significant and positive Correlation between growth and development that rejects the null hypothesis among other SAARC economies. With Scatter Plot, we can determine the strength and direction of the relationship between variables .Under this case, In Figure trend line is sloping upward that's indicates positive correlation and increase in one variable will increase another variable.
- ❖ For Bangladesh, it's the second economy which has insignificant, positive and very low correlation between growth and development but this economy has made significant progress in growth but not in the index of development. The scatter plot (Figure 2) reflects the same inference and accepts the null hypothesis.
- ❖ For Bhutan, this economy also has same situation like Bangladesh, positive but very low or negligible correlation that accepts null hypothesis and indicates that growth and development does not have significant correlation, any apparent correlation is due solely to chance and the same has been shown by Scatter Plot (Figure 2).
- ❖ For Pakistan, there is insignificant and negligible or zero correlation between growth and development That means that variables are not related to one another. Increases or decreases in one variable have no effect on increases or decreases in your second variable and the same can be further understood by Scatter plot(Figure 2), trend line has no slope.
- ❖ For other three economies (India, Maldives and Nepal), there is negative correlation with in the economy between growth and Development that means increases in one variable are correlated with decreases in other variable, for better understanding we can see ,trend line that in Figure 2 starts high and gradually slopes downward. This shows the acceptance of null hypothesis that there is no significant correlation between GDP and HDI and any apparent correlation is due solely to chance.

Figure 2: Scatter Plot Presentation of Countries Correlations between HDI and GDP



areas and focus regions. This study shows that an increase in economic variables does not necessarily imply an increase in the social welfare of the population. The objective of Policy maker should not simply be a country's economic growth, but increasing his welfare also. We conclude that economic growth is a necessary but not sufficient condition for achieving human development in a country. Critical role, in the development process, play the institutions that mark the plan and implementation of the policies, and the formation of equal opportunities.



**Suggestion**

Being as a regional cooperation, there are some reasons that impede intraregional trade which directly affects the economic growth of each economy in SAARC like they export similar item which increase competition among them, tariff barriers, lack of adequate transport and information links and the most specific "The Political Differences". So, each economy should work over their issues to boost up their economic growth as well as social welfare.

**Conclusion**

Despite a number of extensive reforms undertaken in South Asian economies in current period, the region remained one of the lowliest in terms of per capita income. Furthermore, the region has ominously lagged behind in the field of social provisions, infrastructure and functioning of the institutional structure. There is need of an collective conviction among these countries that economic co-operation among the countries of the region can bring about better and effective regional co-operation. Various strides also to be taken to promote exports through multilateral and bilateral initiatives, as well as identification of plunge

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## GOVERNMENT SPENDING AND ECONOMIC GROWTH: A CAUSALITY ANALYSIS

**HONEY GUPTA\*; V.K.GANGAL\*\***

\*FULL-TIME RESEARCH SCHOLAR, DEPARTMENT OF APPLIED BUSINESS ECONOMICS, DAYALBAGH EDUCATIONAL INSTITUTE, DEEMED UNIVERSITY, AGRA, UTTAR PRADESH, INDIA.

\*\*PROFESSOR, APPLIED BUSINESS ECONOMICS, FACULTY OF COMMERCE, DAYALBAGH EDUCATIONAL INSTITUTE, DAYALBAGH, AGRA.

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### ABSTRACT

This study is an attempt to examine the long run and short run causality relationship from defense expenditure (DE), agriculture expenditure (AE), general economic services (GESE) and labour and employment (LEE) to gross domestic product (GDP) in reference to India from 1991 to 2014. Annual data has been taken to test the relationship between selected variables by using ECM model. The study reveals that all the selected variables are integrated at I(1). The result of ECM model shows only a short run causality relationship (DE, LEE, GESE and AE to GDP) but not in long run. This study is limited to data availability and DE, LEE, GESE and AE as the determinants of GDP. Therefore, such study which includes more numbers of indicators would be appropriated to replicate the results of this study.

In order to improve GDP, it is very necessary to improve the working process and effective allocation and utilization of resources with reduction in corruption that will create bright image of India in world which will influence foreign investment and develop standard of living.

**KEY WORDS:** Agriculture Expenditure (AE), Defense Expenditure (DE), ECM, General Economic Services (GESE), Gross Domestic Product (GDP) and Labour And Employment (LEE).

**JEL Classification:** C32, E12, H54

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**A Path for Indian Economy towards Digitalization-Business Perspective**

Neelam Sheolaha

Affiliations  
1 Sector 62, Noida, Uttar Pradesh 201301, India

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**ABSTRACT**

**Neelam Sheolaha**

It's a perfect time for the Indian companies to take up Digitalization as there is ample scope the same. Today, the Indian consumers are rapidly getting digitalyellingup for tablets a smartphones. E-commerce on the other hand is on expansion spree. The India's digital tale pool is growing. An explosion in amount of data traffic is promising even more feedstock systematic engines to pull out the useful business insights from data. Governments at the Centre and in States are also doing their bit by building digital infrastructure to bridge the last mile network gaps.

**For full text of this article, Contact Mr. Jitender Sharma at [jitender.sharma@jaipuria.ac.in](mailto:jitender.sharma@jaipuria.ac.in)**

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**EMPLOYER BRANDING: A MAGNET FOR RETENTION AND ATTRACTION OF SKILLED EMPLOYEES**

**Sheoliha Neelam**  
Institute of Management Studies, Noida, Uttar Pradesh, India  
\*Corresponding Author Email: neelam.sheoliha@imsnoida.com

**ABSTRACT**  
Growing Technology and Globalization today has opened a new door to the entire Business houses big or small or of varied nature, - whether a mom -pop store or service organization or into professional services or a fortune 500 company. You have employees to work for you and thus call of an hour is to Brand your Employment. Your capability to employ and to keep hold of existing employees is affecting because of an absence of "Employment Branding". A strategy needs to be formulated for better understanding as how you are being perceived as the brand by others. Thus, a brand needs to be formulated to imitate you as an employer, which will in the due course help you to pull towards you the better employees. This Paper investigate as how to develop your company's employment brand to better employ and hold crest talent - and capitalize on your company's bottom line. As according to the recent Research companies that uphold the convincing employment brand have a significant head onset when it comes to attracting talent. A recent study locates that companies with a powerful employment brand pulls at least 4.5 times more applications per job posting than do other companies in the same industry. This paper is a focus on the call of an hour for "Employment Branding" which is a biggest source to pull the employees towards your organization and helps you in building them as your greatest assets" as MY PEOPLES".

**KEYWORDS:** Employer Branding, Brand, Skill employees.

**INTRODUCTION** half (50 percent) of the employees cited an employer's commit

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## Fascination of Entrepreneurship among Graduate Students of India

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**Abstract:** The present study builds on previous intent studies, and tries to find out the entrepreneurial intent of management students in India. Entrepreneur education is offered with management education by Business Schools in a large scale these days. But the number of management students, who take up entrepreneurship, are few. Moreover no study has been conducted in the Indian MBA students to find out their intention towards entrepreneurship. The paper aims to test a model that incorporates Perceived behaviour control, Subjective norms depending on social norms, and attitude towards entrepreneurial intent. It was also attempted to understand gender differences in entrepreneurship intent and the impact of educational qualification prior to MBA on entrepreneurship intent.

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## IMPACT OF MERGERS AND ACQUISITION ON INDIAN BANKS: A STUDY ON MERGERS OF ICICI BANK AND BANK OF RAJASTHAN.

**Mrs. Richa Agrawal**

Assistant professor in Management, Indirapuram Institute of Higher Studies

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### ABSTRACT

*Mergers and acquisitions (M&A) are transactions in which the ownership of companies and their operating units are transferred or combined. As an aspect of management, M&As can allow enterprises to grow, shrink, and change the nature of their business. The present research paper deals with the financial performance of ICICI Bank after merger on the account of some parameters. It presents the financial performance of ICICI, Which include liquidity condition, profitability condition and per share ratios. The evaluation of performance is being made by the analysis of financial ratio.*

**Key words:** liquidity ratios, earning per share, dividend per share

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### Introduction

Growth is often essential for the survival of a business. A firm could grow internally or outwardly. When a firm expands its area of operation by increasing the output of the identical product or manufacturing new products or entering in to new markets, it is said to grow internally. On the other hand, once a firm expands through combining or joining with other business firms or acquiring other firms, it is said to grow externally. Combination of firms is probably quickest way to grow.

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Mergers and acquisitions (M&A) are defined as consolidation of companies. Differentiating the two terms, **Mergers** is the combination of two companies to form one, while **Acquisitions** is one company taken over by the other. M&A is one of the major aspects of corporate finance world. The reasoning behind M&As generally given is that two separate companies together create more value compared to being on an individual stand. With the objective of wealth maximization, companies keep evaluating different opportunities through the route of mergers or acquisitions.

Mergers and acquisitions in banking sector have become acquainted within the majority of all the countries in the world. A large number of international and national banks all over the world are engaged in mergers and acquisition activities. One of the principal motives behind the mergers and acquisitions in the banking sector is to reap the advantage of economies of scale.

With the assistance of mergers and acquisitions in the banking sector, the banks can do significant growth in their operations and minimize their expenses to a substantial extent. Another vital advantage behind this sort of merger is that during this process, competition is reduced as a result of merger eliminates competitors from the banking industry.

Mergers and acquisitions in banking sector are kind of horizontal merger as a result of the merging entities are concerned in the same kind of business or industrial activities. Sometimes, non-banking monetary establishments are also merged with different banks if they provide similar forms of services.

Through mergers and acquisitions in the banking sector, the banks hunt for strategic benefits in the banking sector. They conjointly attempt to enhance their client base.

In the context of mergers and acquisitions within the banking sector, it may be reckoned that size will matter and growth in size may be achieved through mergers and acquisitions quite easily. Growth achieved by taking help of the mergers and acquisitions in the banking sector is also delineating as inorganic growth. Both government banks and private sector banks are adopting policies for mergers and acquisitions.

In many countries, multinational banks are extending their operations through mergers and acquisitions with the regional banks in those countries. These M&As are named as cross-border M&As in the banking sector or international mergers and acquisitions in the banking sector. By

doing this, global banking corporations are able to place themselves into a dominant position in the banking sector, achieve economies of scale, as well as garner market share.

Mergers and acquisitions within the banking sector have the capability to confirm efficiency, profitability and synergy. They conjointly facilitate to make and grow shareholder value. In some cases, financially distressed banks are also subject to takeovers or mergers within the banking sector and this type of merger may result in monopoly and job cuts. Deregulation within the financial market, market liberalization, economic reforms, and a number of other factors have played an important function behind the growth of mergers and acquisitions within the banking sector. However, there are many challenges that are still to be overcome through appropriate measures.

Mergers and acquisitions in banking sector are controlled or regulated by the apex financial authority of a particular country. For example, the mergers and acquisitions in the banking sector of India are overseen by the Reserve Bank of India (RBI).

## **Literature Review**

**Kumar and Bansal (2008)**, in their study “The Impacts of Mergers and Acquisitions on Corporate Performance in India” attempted to analyze whether the claims made by the corporate sector, while going for M & As to generate synergy are being achieved or not in the Indian context. They did so by studying the impact of M & As on the financial performance of the outcomes in the long- run and compared and contrasted the results of merger deals with acquisition deals. The study used ratios and correlation matrix for analysis, and found that in many cases of M & As, the acquiring firms were able to generate synergy in the long run, which might have been in the form of higher cash flow, more business, diversification, cost cuttings and more.

**R. Srivassan et al., (2009)** stated that financial implications and problem occurring in Mergers and Acquisitions (M&As) highlighted the cases of consolidation and analyzed the synergy based merger, which emphasized that merger is for making large size of the firm but there is no guarantee to maximize profitability on a sustained business and there is always the risk of improving performance after the merger.

**V.K. Shobhana and Dr. N. Deepa (2011)**, in their article entitled to “Mergers and Acquisitions in Indian banking sector and pre and post merger technical efficiencies-An empirical investigation” have examined technical efficiencies of the nine selected merged banks in the post reform period. The study uses stochastic Production Frontier Approach to measure the technical efficiency as a ratio of output and input. The study reveals that of the nine select cases of M&As, the merger deals of Union Bank of India and HDFC Bank only resulted in significant improvement in the technical efficiency.

**Dutta and Dawn (2012)**, in a paper “Merger and acquisitions in Indian banks after liberalization An analysis” investigates the performance of merged banks in terms of its growth of total assets, profits, revenue, deposits, and number of employees. The performance of merged banks is compared taking four years of prior-merger and four years of post-merger. The study findings indicate that the post-merger periods were successful and saw a significant increase in total assets, profits, revenue, deposits, and in the number of employees of the acquiring firms of the banking industry in India.

**Mahesh R. & Daddikar Prasad (2012)** focused on the performance of Indian Airline Companies after the consolidation of Airline sector in year 2007-08. The main objective of this paper is to analyze whether the Indian Airline Companies have achieved financial performance efficiency during the post merger & acquisition period specifically in the areas of profitability, leverage, liquidity, and capital market standards. The finding of this study shows that there is no improvement in surviving Company’s return on equity, net profit margin, interest coverage, earning per share and dividend per share post-merger & acquisition.

## **Research Methodology**

### **Objectives**

- i) To study the impact of mergers on liquidity of Bank.
- ii) To study the impact of mergers on per share ratio of Bank.
- iii) To study the impact of mergers on profitability of Bank.

### **Hypothesis**

Ho: There is no any significant impact of mergers on liquidity of Bank.

Ha: There is a significant impact of mergers on liquidity of Bank .

Ho: There is no any significant impact of mergers on per share ratios of Bank.

Ha: There is a significant impact of mergers on per share ratios of Bank.

Ho: There is no any significant impact of mergers on profitability of Bank.

Ha: There is a significant impact of mergers on profitability of Bank.

## **Methodology**

This study is an attempt to analyze the performance of mergers and acquisitions of banking sector in India. The present study is an effort to examine the performance of ICICI banks using in terms of liquidity and profitability of merged entities. The methodology is based on the entire research work found in the different scenario.

## **Sample selection**

The study analyses the financial performance of mergers on ICICI Bank.

## **Data collection**

The secondary data is collected for the study. The data were collected from annual reports of the bank. The study covers a period from 2004 to 2016.

## **Analysis of the study**

The statistical tools and techniques such as ratios are used for the analysis of data are also used for the presentation of the data. To test the hypothesis, t-test, standard deviation, and mean is analyzed of the data collected. The Financial performance of the ICICI bank before and after the merger and acquisition has been compared.

## **Ratios**

The profitability, liquidity and per share ratios are listed as follows:

Current Ratio = Current assets/Current liabilities

Quick Ratio = Quick assets/ Quick liabilities

Gross profit margin = Gross profit/Sales \*100

Operating profit margin = Operating profit/ Sales \*100

Net profit margin = Net profit/Sales \*100

Earnings per share ratio = (Net Income - Preferred Dividends) / Number of Common Shares Outstanding

Dividend per share = Total dividend paid / Total shares outstanding

The financial analyses of the data, above ratios are found without including the year of merger of ICICI Bank.

### Analysis

In this study the case of ICICI Bank is presented for the analysis i.e. the merger of ICICI Bank (Transferee) and Bank of Rajasthan (Transferor) as on August 13, 2010. To analyze the financial performance of banks before and after the merger used the ratio of profitability, liquidity and per share ratio explains gross profit margin, operating profit margin, net profit margin, current ratio, quick ratio, earning per share, dividend per share, operating profit per share have been calculated.

Table 1. Liquidity ratios of ICICI Bank in pre merger period

Liquidity ratios	As on march 2004	As on march 2005	As on march 2006	As on march 2007	As on march 2008	As on march 2009
Current ratio	0.5	0.51	0.61	0.62	0.72	0.78
Quick ratios	4.18	4.98	6.64	6.04	6.42	5.94

Table 2. Liquidity ratios of ICICI Bank in post merger period

Liquidity ratios	As on march 2011	As on march 2012	As on march 2013	As on march 2014	As on march 2015	As on march 2016
Current ratio	1.02	1.11	0.9	0.94	0.78	1.66
Quick ratios	15.86	16.71	10.53	11.31	13.81	14.97

Table3. Mean and standard deviation of ICICI Bank in pre and post merger period

Ratios	Groups	N	Mean	Std. deviation	t-value	P-value
Current ratio	Pre	6	.6233	.11147	3.304	.008
	Post	6	1.0683	031051		
Quick ratio	Pre	6	5.7	.939	-7.522	.000
	<b>Post</b>	<b>6</b>	<b>13.87</b>	<b>2.49</b>		

Table 1 and 2 shows the liquidity ratios of ICICI Bank in pre and post merger period and table 3 shows the mean, Standard deviation and results of t-test. From the observation of the tables it is clear that there is a significant improvement in mean of current ratio (pre merger current ratio mean is .6233 and post merger mean 1.0683) as well as improvement in quick ratio (Pre merger quick ratio mean is 5.7 and post merger mean 13.87) after merger. So, we can say that there is a positive impact of mergers and acquisition on liquidity ratios of ICICI bank

Table 4. Per share ratios of ICICI Bank in pre merger period

Per share ratio	As on march 2004	As on march 2005	As on march 2006	As on march 2007	As on march 2008	As on march 2009
Earnings per share	26.21	27.22	28.55	34.59	37.37	33.76
Dividend per share	7.5	8.5	8.5	10	11	11
Operating profit per share	34.06	36.37	36.75	42.19	51.29	48.58

Table 5. Per share ratios of ICICI Bank in pre merger period

Per share ratio	As on march 2011	As on march 2012	As on march 2013	As on march 2014	As on march 2015	As on march 2016
Earnings per share	44.83	56.13	72.22	85.04	19.28	16.73

Dividend per share	14	16.5	20	23	5	5
Operating profit per share	25.78	29.59	46.36	55.45	14.15	15.89

Table 6. Mean and standard deviation of ICICI Bank in pre and post merger period

Ratios	Groups	N	Mean	Std. Deviation	t-value	P-value
Earnings per share	Pre	6	31.2833	4.56	-1.550	0.152
	Post	6	49.0383	27.68		
Dividend per share	Pre	6	9.417	1.46	-14.33	0.182
	Post	6	13.92	7.55		
Operating Per share	Pre	6	41.59	7.04	1.285	0.228
	<b>Post</b>	<b>6</b>	<b>31.70</b>	<b>7.49</b>		

Table 5 and 6 shows the per share ratios of ICICI Bank in pre and post merger period and table 6 shows the mean, Standard deviation and results of t-test. From the observation of the tables it is clear that there is an improvement in post merger mean of earnings per share (pre merger EPS mean is 31.28 and post merger mean 49.083) but this improvement in mean is not significant. In case of dividend per share there is also a improvement in post merger mean (Pre merger DPS mean is 9.417 and post merger mean is 13.92) after merger and this improvement in post merger mean is also not significant. In case of operating per share there is a decrease in post merger mean (Pre merger mean of OPS is 41.59 and post merger mean is 31.70) but it is also not significant So, we can say that there is no any significant change of mergers and acquisitions on per share ratios of ICICI bank

Table 7. Profitability ratios of ICICI Bank in pre merger period

Ratios	As on march 2004	As on march 2005	As on march 2006	As on march 2007	As on march 2008	As on march 2009
Operating profit margin	18.12	22.63	18.66	13.33	14.45	14.13
Gross profit margin	13.44	17.64	15.1	11.4	12.99	12.36
Net profit margin	14.21	16.93	14.49	10.92	10.53	9.82
Return on net worth	20.43	15.97	11.43	12.79	8.94	7.58

Table 8. Profitability ratios of ICICI Bank in Post merger period

Ratios	As on march 2011	As on march 2012	As on march 2013	As on march 2014	As on march 2015	As on march 2016
Operating profit margin	11.4	10.16	13.33	15.26	16.7	17.51
Gross profit margin	9.23	8.59	12.11	13.95	15.36	16.91
Net profit margin	19.83	19.27	20.77	22.22	22.76	18.44
Return on net worth	9.35	10.7	12.48	13.4	13.89	11.19

Table 9. Mean and standard deviation of ICICI bank of pre and post merger period

Ratios	Groups	N	Mean	Std. Deviation	t-value	P – value
Operating profit margin	Pre	6	16.89	3.57	1.497	0.165
	Post	6	14.06	2.94		
Gross profit Margin	Pre	6	13.82	2.24	0.690	0.506
	Post	6	12.69	3.36		
Net profit margin	Pre	6	12.82	2.81	5.774	.000
	Post	6	20.55	1.69		
Return on	Pre	6	12.86	4.74		

net worth	<b>Post</b>	<b>6</b>	<b>11.84</b>	<b>1.73</b>	0.496	0.631
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Table 7 and 8 shows the profitability ratios of ICICI Bank in pre and post merger period and table 9 shows the mean, Standard deviation and results of t-test. From the observation of the tables it is clear that there is a decrease in post merger means of operating profit margin (pre merger operating profit margin mean is 16.89 and post merger mean 14.06) but this change in mean is not significant. In case of gross profit margin there is also a decrease in post merger mean (Pre merger gross profit margin mean is 13.82 and post merger mean is 12.69) after merger and this change in post merger mean is also not significant. In case of net profit margin there is a increase in post merger mean (Pre merger mean of NPM is 12.82 and post merger mean is 20.55) but this change is significant. In case of return on net worth there is also a decrease in post merger mean (Pre merger mean of return on net worth is 12.86 and post merger mean is 11.84) so, we can say that there is no any significant change of mergers and acquisition on profitability ratios of ICICI bank besides net profit margin.

## **Conclusion**

The banking sector is one of the prominent indicators of the health of a country economy. Consolidation in the Banking industry is very important in terms of Mergers and Acquisitions for the growth of Banking Industry. This may be achieved through reduction of cost and increasing revenue. To be concluded that M & As of banking sector has an important role and global phenomenon in the development of banking industry. The study analyzed the profitability ratios, liquidity ratios and per share ratios of ICICI bank for the period of six years before merger and six years after merger. The statistical analysis of the financial performance of ICICI bank before and after merger can be concluded that there is a significant impact in net profit margin, current ratio and quick ratio. This is non – significant in respect of operating profit margin, gross profit margin, return on net worth, earning per share, dividend per share, operating profit per share. To be conclude that after merger the financial performance of the banks has increased.

## **Limitation**

- 1) The study ignores the impact of possible differences in the accounting methods adopted by different companies
- 2) The cost of acquisition is not considered.

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## IMPACT OF MERGERS AND ACQUISITIONS ON BUSINESS EXCELLENCE

**DR. RICHA AGRAWAL**

ASSISTANT PROFESSOR  
INDIRAPURAM INSTITUTE OF HIGHER STUDIES.

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### **ABSTRACT:**

This paper analyze Mergers and Acquisitions (M&A's) that have happened in Indian banking sector to know the ensuing synergies and also the long run implications of the merger. The paper conjointly analyses emerging future trends and recommends steps that banks ought to think about for future. The paper reviews the trends in M&A's in Indian banking so impact of M&A's has been studied in Different public sector and private sector banks. The study covers the realm of performance analysis of M&A's in Indian banking sector throughout the amount from 2008to 2013. The paper compares pre and post merger monetary performance of integrated banks with the assistance of financial parameters like, net profit margin of different banks. The findings counsel that to some extent M&A's has been sure-fire in Indian banking sector. The govt. and Policy manufacturers mustn't promote merger between robust and distressed banks as the simplest way to market the interest of the depositors of distressed banks, as it can have adverse impact upon the Asset quality of the stronger banks.

**KEY WORDS:** Mergers and Acquisition, Net profit margin

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## **IMPACTS OF MERGERS AND ACQUISITIONS ON EMPLOYEE'S PERCEPTION IN BANKING SECTOR OF INDIA.**

**Dr. Richa Agrawal**

Assistant professor

Indirapuram Institute of higher studies

### **ABSTRACT**

*Merger is defined as a combination of two or more business organization where one firm survives and others would cease to exist. There are lots of impacts of mergers and acquisition on any business organization but the present paper mainly focused on impacts of merger's and Acquisition's on employee's perception in banking sector of India.*

**Key Words:** Job security, financial security, Work life balance

### **Introduction**

Corporate restructuring is a heavy piece of the company finance world. It is the company management term for the act of spotting the legal, ownership, possession, operational or other structure for a company for the purpose of making it more worthwhile or better organized for its present needs.

India in the recent year has shown tremendous growth in M & As deal. It has been actively playing in all industrial sectors. It is widely spreading far across the stretches of all industrial verticals and on all business platform the increasing volume is witnessed in various sectors like that of finance, pharmaceutical, telecom, FMCG, industrial development, automobile and metals.

Mergers and Acquisitions (abbreviated M&As) are both aspect of strategic management, corporate finance and management handling dealing with the buying and selling, dividing and combining of different organizations and similar entities that can assist an enterprise to grow rapidly in its sector or location of origin, or a new subject field, or new location without developing creating a subsidiary or other child entity. The use of joint venture and mergers and acquisitions activity can be defined as a type of restructuring in that they result in some entity reorganization with the intention to provide growth or positive value. Consolidation of an industry and sector occurs when widespread M &As activity concentrates the resources of many small companies in few large one, such as occurred with the automotive industry between 1910 and 1940.

Mergers and Acquisitions have now become important features of corporate restructuring, they have been playing an important role in the external growth of a number of leading companies the world over .They have become popular because of the enhanced competition, breaking of trade barriers, free flow of capital across countries and globalization of business .

In the wake of economic reforms, Indian industries have also started restructuring their operations around their core business activities through mergers and acquisitions and takeovers because of their increasing exposure to competition both domestically and internationally.

### **Literature review**

**Schweiger and Weber (1989)** suggested that Mergers and acquisitions (M&As) are corporate events that have the potential to create severe personal trauma and stress which can result in psychological, behavioral, health, performance, and survival problems for both the individuals and companies involved. With the increasing size and number of M & As transacted and the number of employees affected, it is essential that executives and human resource professionals pay greater attention to understanding the sequence of actions and reactions associated with the process.

**Weber (1996)** assessed the role of corporate cultural fit, autonomy removal, and commitment of managers to the merger in predicting effective integration between merger partners in different industry sectors. He found that relationship was very complex; they varied across industries and had different relationships with different measures of performance. Further, he found that cultural differences at the top management level were most likely to influence the merging organizations' ability to realize synergies.

**Panchal and Cartwright (2001)** investigated post-merger stress in a sample of field sales employees. A survey methodology was used to examine group differences, comparing those from the two pre-merger companies and those newly merged organization. Results revealed that group differences in both sources and effects of stress existed. Those from the dominant pre-merger company reported the highest stress levels and most negative work attitudes.

**Clarke and Salleh (2011)** conducted a qualitative study examining the emotional impact of a merger between two banking institutions on managers in Brunei. The distinctive national culture representing a fusion of Malay and Islamic values was found to influence the emotional impact of this merger. These values place less emphasis on personal control as a means for dealing with uncertainty. The findings suggest that Western transactional models of perceived control to explain how people manage change may have far more limited application within a Bruneian context.

**Khattak et.al (2011)** examined the occupational stress in the banking sector of Pakistan. A total of 237 bank employees from different commercial banks participated in the survey. They used self-reported questionnaire. Descriptive, correlation, and regression statistical tools were used to analyze data. The results revealed the potential stressors like workload, working hours, technological problem at work, inadequate salary, time for family and job worries at home were the significant sources of stress in the banking sector. The study suggested that the elements, which are created, stress leading to burnout. Moreover, the significant symptoms of burnout as revealed by the results were back pain, extreme tiredness, and headache and sleep disturbance. All stressors (Organization, Job, and Relationship at work, work environment, and family work interface) were significantly correlated to all burnouts (Physical, Psychological, and Organizational). All the stress elements significantly predicted burnout in the banking sector of

Pakistan. The changing work pattern is creating stress for the bank employees and these stressors are leading to burnout.

## **Research methodology**

### **Objectives**

1. To study the impact of Mergers and Acquisitions on employee's perception on Job security.
2. To study the impact of Mergers and Acquisitions on Employee's perception on financial security
3. To study the impact of mergers and Acquisition on Employee's perception on Work life balance.

### **Hypothesis:**

H<sub>0</sub>: There is no significant difference of mergers and acquisitions on employee's perception on job security.

H<sub>a</sub>: There is a significant difference of mergers and acquisitions on employee's perception on job security.

H<sub>0</sub>: There is no significant difference of mergers and acquisitions on employee's perception on financial security.

H<sub>a</sub>: There is a significant difference of mergers and acquisitions on employee's perception on financial security.

H<sub>0</sub>: There is no significant difference of mergers and acquisitions on employee's perception on Work life balance.

H<sub>a</sub>: There is no significant difference of mergers and acquisitions on employee's perception on work life balance.

## **Methodology**

This study is an attempt to analyze the impact of Mergers and Acquisitions on employee's satisfaction of different public and private sector banks on job security, financial security and work life balance

### **Sample selection**

The sample is taken from different public and private sector bank employees.

### **Sample size**

The sample size is 400 employees of different public and private sector banks.

### **Data collection**

A well defined questionnaire was designed for the study. It was sent to the professional organizations they removed 9 questions from it and add another 11 in it. This questionnaire was further sub divided in to three sections. First section comprises 10 questions related to demographic profile, second section comprises 26 questions for pre-merger period status and the third section comprises 26 questions for post-merger period status using 5-point Likert scale ranging from '1' for "strongly agree", '2' for "agree", '3' for "neutral" (Neither disagree nor agree), '4' for "disagree" to '5' for "strongly disagree". This questionnaire was sent for the pilot survey.

### **Pilot Survey**

Pilot survey is being done on 50 respondent and the tool (questionnaire) was found statistical significant because the value of cronbach's alpha is more then 0.7.

**Table -1**

Reliability Statistics		
Cronbach's Alpha	N of Items	Sample size
.928	52	50

**Table 2 - Scale statistics**

Scale Statistics				
Mean	Variance	SD	N of Items	Sample size
126.52	599.642	24.488	52	50

After the pilot survey the selected questionnaire was sent to the target employees of banks. The questionnaire was sent to 500 randomly selected bank employees in both public and private sector banks for ascertaining their pre and post merger attitude. We got 426 responses in which we were able to use 404 responses which were properly filled. The data we got from the randomly selected employees was statistically reliable because the value of Cronbach's alpha is more than 0.7.

### Analysis of the study

To test the hypothesis Wilcoxon signed rank test is used to analyze the data because the data is non-parametric.

### Analysis

The present study is based on the impact of Mergers and Acquisitions on employee's perception on job security, work life balance and financial security. To analyze the pre and post merger impacts on employee's perception the data was collected through questionnaire and the data was analyzed by using Wilcoxon signed rank test. The analysis is given below:-

### Table -3 - Job Security

Paired Samples Statistics				
	Mean	SD	Wilcoxon Signed Rank Test	
			Z value	P value
JOB SECURITY_PRE	2.48	0.677	-2.079	0.038**
JOB SECURITY_POST	2.54	0.628		

(Source: Primary data, \*significant at 10% level of significance \*\*significant at 5% level of significance, \*\*\*significant at 1% level of significance)

From the observation of the table -3, it is clear that there is a significant difference between pre and post merger mean of employee's perception on job security (Pre merger mean of employee's perception on job security 2.48 and post merger mean 2.54  $p = 0.038 < 0.05$ ). So, we can conclude that the perception of employees on job security is positive after mergers and acquisitions.

**Table- 4 – Financial Security**

Paired Samples Statistics				
	Mean	SD	Wilcoxon Signed Rank Test	
			Z value	P value
FINANCIAL SECURITY_PRE	2.53	0.800	-0.426	0.670
FINANCIAL SECURITY_POST	2.55	0.717		

(Source: Primary data, \*significant at 10% level of significance \*\*significant at 5% level of significance, \*\*\*significant at 1% level of significance)

From the observation of table- 4. It is clear that there is a minor difference between pre and post merger mean of employee's perception on financial security, but this difference is statistically insignificant (Pre merger mean of employee's perception on financial security 2.53 and post merger mean 2.55,  $P = 0.670 > 0.05$ ). So we can conclude from the above observations that there is no any significant difference in employee's perception on financial security.

**Table - 5 - Work life balance**

Paired Samples Statistics				
	Mean	SD	Wilcoxon Signed Rank Test	
			Z value	P value
WORK LIFE BALANCE_PRE	2.41	0.687	-4.156	0.000***
WORK LIFE BALANCE_POST	2.60	0.712		

(Source: Primary data, \*significant at 10% level of significance \*\*significant at 5% level of significance, \*\*\*significant at 1% level of significance)

From the observations of table -5 it is clear that there is a significant difference between pre and post merger mean of employee's perception on work life balance this difference is statistically significant (Pre merger mean of employee's perception on work life balance 2.41 and post merger mean 2.60,  $P < 0.05$ ). So, we can conclude from the above observations that the perception of employees on work life balance is positive after mergers and acquisitions.

### **Conclusion**

Banking sector is an important sector for the country economy and Mergers &

Acquisitions are an important activity for the development for banking sector. Result of the study suggests that the surviving employees of the merged banks positively perceive merger activity. Though the employees were nervous initially about the information of merger, job security, financial security, work life balance. In fact, the employees were very happy with their job security, financial security and work life balance after merger.

### **Limitations**

1. Limited number of respondent will be chosen and this affects the accuracy of the results.
2. Chance of biasness of the respondent.
3. Budget and time also be constraint.

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# Online Shopping: 'A Focus on the Factors Affecting Consumer-buying Behaviour'

Neelam Sheoliha

Associate Professor, Institute of Management Studies, Uttar Pradesh

## Abstract

Online shopping is a form of electronic commerce which allows consumers to directly purchase products or services from a seller over the Internet using web browser. Online shopping provides a wide range of types of goods to be available in the virtual world. Companies are facing a strenuous rivalry in this vigorous arena of business. They are always looking for new opportunities so that they can raise the level of contact with consumers and for the same, they are leaving no stone unturned. In this regard, the focus is on online shopping. The increasing trend of technical education is directly related to an increase in online shopping. The growing use of Internet by the youth in India bestows a promising potential for online retailers. Marketing can be further and better developed if online retailers are aware of the factors affecting the buying behaviour of the Indian consumer's in association between these factors and types of online buyers with the strategies to convert potential customers into active ones.

This study attempts to examine the traits related to the shopping behaviour of online shoppers. Consumer's behaviour in respect of online shopping was studied using different socio-economic variables. The data was collected through questionnaires.

The results of study bring to light that online shopping in India is significantly affected by various demographic factors like age, education, gender, and income. It also helps retailers to understand the drivers of consumer's attitude, the goal to shop on the Internet and the perception regarding ease of use and usefulness. Conclusions derived from the analysis can be used as a guide for market orientation.

The outcomes of the study suggest the assessment of consumer's shopping behaviour which would contribute to a better understanding of consumers in respect of online shopping, which would add mileage to the service providers for building them as a successful brand.

**Keywords:** Online Shopping, Brand, Technology, Consumer Shopping Behaviour

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## The Role of Emotional Intelligence in Engagement of B-School Faculty Members – an Empirical Study

Neerja Anand, Taranjeet Duggal and Eric Soreng

<sup>1</sup>Research Scholar, Amity University, Noida, India

<sup>2</sup>Professor, Amity University, Noida, India

<sup>3</sup>Assistant Professor, Delhi University, New Delhi, India

### ABSTRACT

Sustainability in this competitive world both for teachers and the students is a daunting task. Teachers are faced with different challenges while educating the students since each student has different learning needs. To attract and retain a committed and productive employee is an issue that organizations have to address through reforms (Noe, et al 2008). The proposed study is an attempt to analyse whether employee engagement (EE) is affected by the role of emotional intelligence (EI) in B-school faculty. For the purpose of the study Wong & Law Emotional Intelligence Scale (WLEIS, 2002) has been used to measure EI and Utrecht Work Engagement Scale (UWES) to measure EE. The data was analysed using AMOS 21 and the analyses yielded a good model fit establishing a positive but insignificant relationship between Emotional Intelligence and Employee Engagement.

**KEY WORDS:** EMOTIONAL INTELLIGENCE, EMPLOYEE ENGAGEMENT, COMMITMENT, PRODUCTIVITY.

### INTRODUCTION

The teachers in B-schools not only impart knowledge to the students but are also faced with the challenge of providing holistic knowledge and grooming them to face the challenges put forth by the globalized business environment. What sets them aside from teachers of other subjects is the fact that they are also entrusted with the responsibility of grooming the students to secure good placements in the corporate world. As a result, sustainability in this competitive world both for teachers and the students is a daunting task. Teachers are faced with different challenges while educating the students since each student has different learning needs.

They have to live up to the expectation of the college administration as well as help students and parents meet up long-term goals. Keeping the employees engaged in such situation is a challenge for the organizations also. The work is demanding, performance oriented and doesn't offer job security, especially in private sector. To attract and retain a committed and productive employee is an issue that organizations have to address through reforms (Noe, et al 2008).

There are three types of employees in an organization:

1. Engaged employees are passionate about their work and have a deep connection with their organization. The innovative ideas brought forth by them help in organizational growth.
2. Not-engaged are the employees who are not putting passion or energy into their work and are killing time throughout the day. They are essentially "checked-out".
3. Actively disengaged employees are not only unhappy but are also exhibit their unhappiness at work. These workers undermine the accomplishments of the other engaged workers.

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### The effect of Emotional Intelligence on Employee Engagement amongst B-School Faculty in Delhi-NCR- An Empirical Study

Neerja Anand  
Research Scholar, Amity University Noida  
anand.neerja@gmail.com  
Dr. Taranjeet Duggal  
Professor, Amity University Noida  
tduggal@amity.edu  
Dr. Eric Soreng  
Assistant Professor, Delhi University

**Abstract:** Sustainability in this competitive world both for teachers and the students is a daunting task. Teachers are faced with different challenges while educating the students since each student has different learning needs. To attract and retain a committed and productive employee is an issue that organizations have to address through reforms (Noe, et al 2008). The proposed study is an attempt to analyse the role of emotional intelligence (EI) on employee engagement (EE) among B-school faculty. For the purpose of the study Wong & Law Emotional Intelligence Scale (WLEIS, 2002) has been used to measure EI and Utrecht Work Engagement Scale (UWES) to measure EE. The data was analysed using AMOS 21 and the analysis yielded a good model fit establishing a positive but insignificant relationship between Emotional Intelligence and Employee Engagement.

Key words: Emotional Intelligence, Employee Engagement, commitment, productivity

#### Introduction:

The teachers in B-schools not only impart knowledge to the students but are also faced with the challenge of providing holistic knowledge and grooming them to face the challenges put forth by the globalized business environment. What sets them aside from teachers of other subjects is the fact that they are also entrusted with the responsibility of grooming the students to secure good placements in the corporate world. As a result sustainability in this competitive world both for teachers and the students is a daunting task. Teachers are faced with different challenges while educating the students since each student has different learning needs. They have to live up to the expectation of the college administration as well as help students and parents meet up long-term goals. Keeping the employees engaged in such situation is a challenge for the organizations also. The work is demanding, performance oriented and doesn't offer job security, especially in private sector. To attract and retain a