

The Organized Retail Industry in the world faces a situation where it is becoming challenging to satisfy the customers. In Maharashtra, especially in Pune the numbers of organized retail stores are increasing rapidly. Pune has comparatively high number of middle class population. Pune also has the highest number of students and techies as compared to any other city in the country. In the age group of 20-30 yrs. the ambition, aspiration and inclination towards glamour, movies and fashion is to a great extent. So, they spend almost every month, once or twice, to grab what's cool and trendy in fashion which helps the retail to grow in the city. In order to attract customers, organized retailers are using various marketing strategies. But do these strategies go well with the customers? Are they successful in attracting the customers? The study discussed in this book deals with these questions and tries to find right answer. The study conducted in this book enables to find the marketing strategies that help in satisfying the customers and also see how the organized retail industry facing the dilemma of customer satisfaction solves the problem with distinct strategies.



Harshvardhan Bhavsar

# Essentials of Organized Retailing

A Customer Satisfaction Study



Dr. Harshvardhan N. Bhavsar is a doctorate (PhD) in Marketing and has done his MBA from PUMBA, Pune. He has worked for more than a decade into the marketing field. His knowledge and expertise of marketing is well respected and proven into the field of retailing, market research, strategic marketing, branding, digital marketing, PR and many more.



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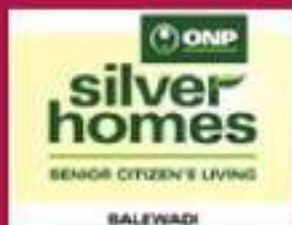
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## About the Author



**Dr. Sanjay Patankar** has done MBA, MPM, M.Com, LLB, DTL, SET, ICWA, CMA (USA), Ph.D. He is having total 40 years teaching experience & 7 years industrial experience. He has written 25 books of different subjects like as Financial Management, Management Accounting, Service Management, B.Law, Costing, Management Control Systems etc. He worked as Director for 20 years in different Management Institutes in Pune. He is active member of Pune Chapter of Cost Accountants. He is approved Ph.D. guide in Pune university, D.Y Patil University & 10 Students has passed Ph.D. under his guidance. He has written 59 National & International papers and participated & organised different workshops & seminars.



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# CEOs Compensation and Firm Performance: Evidence from Bhutan

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## Abstract

This paper aims to explore the relationship between the remuneration of CEOs and the success of DHI companies owned and regulated in Bhutan. Financial data, obtained from secondary sources, for the period of 5 years from 2014 to 2018 using three performance indicators – Earnings after Tax, Return on Equity, and Tobin's q ratio were analyzed. CEOs' remuneration comprising salary and all other allowances, disclosed in the annual report were taken. Correlation and bivariate regression analysis were used to find the relationship between the compensation of CEOs and the success of firm performance. EAT and ROE show positive and Tobin's q ratio shows negative relationship between CEOs' remuneration. Further, CEOs' remuneration is observed to cause variability in EAT and ROE.

**Keywords** - CEOs' remuneration, Corporate Governance, Company Performance, Executive compensation, Knowledge Economy

## 1.0 INTRODUCTION

Today, most of the business houses are operating in the form of companies where shareholders are the owners. Shareholders being large in number are not able to manage the regular activities of the business. Therefore, directors operating as agents, take part in the administration of the firm on behalf of the shareholders. Firms tend to invest in their core-market, geographically aligned industries and more focused on knowledge management intellectual capital accumulation strategies [1]. This gives birth to a principal-agent relationship, consequently an agency problem [2]. Because of the agency problem there are many corporate scandal like Wastage Management in 1998, Enron scam in 2002, WorldCom scam in 2003, Lehman Brothers scam in 2008 and Satyam scandal in 2009 etc. shows that one of the factors contributing to the failure of corporate was the remuneration packages paid to the CEO and other executives. CEOs' remuneration issue is connected to the problem of corporate governance of a company. A good governance practice should limit unwarranted payments made to CEOs. Additionally, their pay shall be proportional to the company's results. The Greenbury Committee's Code of Best Practices [3] advises that individual director and CEOs report thoroughly the determining features of their pay policy with respect to the formation, composition and position of compensation committees. Due to this result, many countries around the globe aspires for good corporate

governance principles, making it mandatory through laws [4].

In Bhutan, on November 26, 2013 DHI made it mandatory for all the DHI owned and controlled companies to comply with the rules of corporate governance code. Disclosure of CEO and directors' remuneration and a committee to fix such remuneration were some major guidelines issued to DHI among others. The investment arm of the Royal Government of Bhutan (RGoB), Druk Holding and Investments (DHI), was set up by the Royal Charter of 11 November 2007. It was created with the aim of holding and handling RGoB assets present and future. DHI is the sole founder and shareholder of the Ministry of Finance. DHI is actually the only holding company owned by the government in Bhutan. It currently controls 20 separate companies in various sectors of the economy, such as manufacture, electricity, natural resources, finance, communication, aviation, trade etc. Of those 20 companies eleven (DHI-Held Companies, which own over 75%), 3 (DHI Controlled Companies, whose share ownership is 51% or greater) and 6 (DHI-Linked Companies) are fully owned (DHI-Controlled Companies), where shareholding is below 51%). Currently 14 out of these 20 companies are listed on the Bhutan Limited (RSEBL) Royal Shares Exchange, the first Bhutan stock exchange. Post issue of corporate governance guidelines, the subject matter of this papers becomes relevant to investigate if CEOs compensation affects DHI companies' performance.

## 2.0 LITERATURE REVIEW

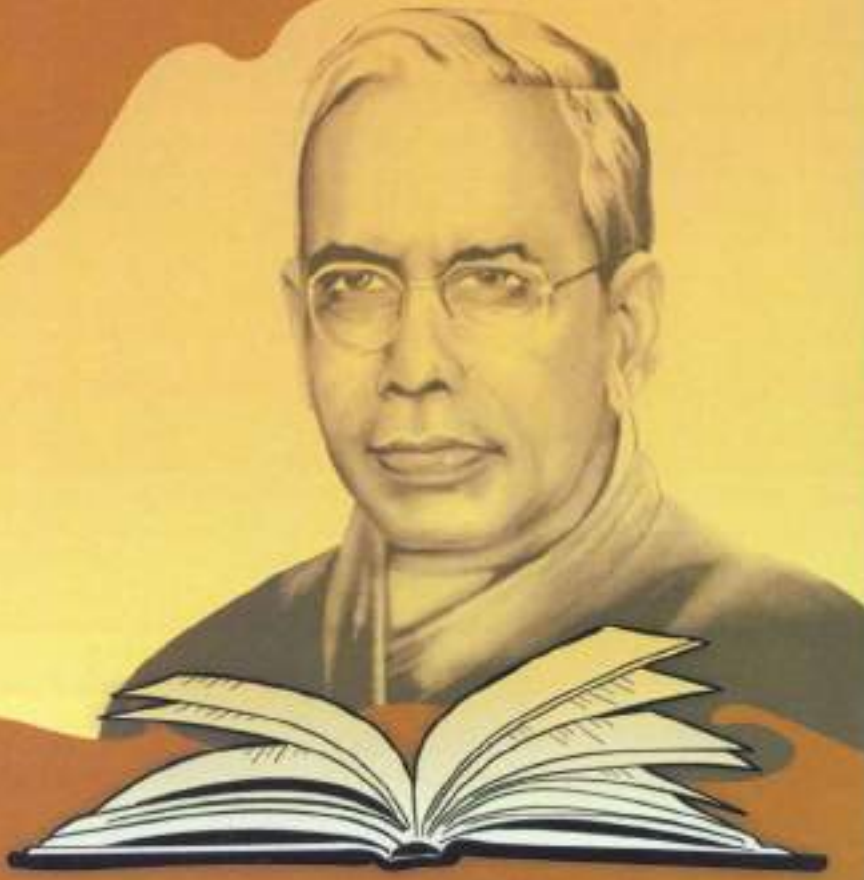
There are several studies that shows a good corporate governance practices have led to improvement in the companies' performance. CEOs' and directors' remuneration are the important element of strong corporate governance practice. Further, many association between CEO compensation and business success were analyzed in studies. In this section review of existing studies are presented on these.

According to Cadbury Report, 1992 [5] "Corporate Governance is the system by which the organizations are directed and controlled." Sound corporate governance is vital for any company for increasing the shareholders wealth and the company's performance [6] CEOs' are said to play major roles in corporate governance, company's growth and development and in generating profits to the shareholders. Therefore, they are entitled for two types of remunerations

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माझा जन्म नागपूरचा, वडील वैद्यकीय क्षेत्रात असल्याने संपूर्ण महाराष्ट्र नोकरीच्या निमित्ताने पालथा घातला. माझे शालेय शिक्षण व पुढे उच्च शिक्षण पुणे येथे झाले. दोन मोठ्या बहिणींबरोबर बालपण आनंदात गेले. आईमुळे घरचे वातावरण खेळीमेळीचे पण शिस्तप्रिय होते. आपणही वडिलांसारखे वैद्यकीय क्षेत्रात कारकीर्द करावी म्हणून खूप प्रयत्न केले पण प्रवेश मिळाला नाही. मन खडू झाले व बी. एस्सी. केले. एक वर्ष एम्. एस्सी. ला पुणे विद्यापीठाच्या रसायनशास्त्र विभागात प्रवेश न मिळाल्याने बी. लीव. ला प्रवेश घेतला. तदनंतर एम. एस्सी. करून अहमदनगर महाविद्यालयात १९९५ साली ग्रंथपाल म्हणून नियुक्त झाले. काम आवडू लागले, पण संघर्षही तेवढाच करावा लागला. ग्रंथालय व्यवस्थापन क्षेत्रात करिअर करण्याचा निर्णय घेत पुढे नोकरी करित असता 'सेट' परीक्षा उत्तीर्ण करून एम्. फिल. आणि पीएच्. डी. पूर्ण केली. ह्या शिक्षणाच्या व ग्रंथपालाच्या प्रवासात टाटा इन्फोटेक, पुणे येथील कामाचा अनुभव खूप मौल्यवान ठरला. अशारीतीने शैक्षणिक ग्रंथालयाची व्यावसायिकता आत्मसात करता आली. लग्नानंतर इन्स्टिट्यूट ऑफ मॅनेजमेंट स्टडीज (आय. एम. एस्.) मधील ग्रंथालयात ग्रंथपाल म्हणून रुजू झाले. हे ग्रंथालय 'विशेष ग्रंथालय' या प्रकारात मोडते. आय. एम. एस्. संस्थेच्या ग्रंथालयास (लर्निंगरिसोर्स सेंटर) 'डिस्कव्हरी एज्युकेशन मीडिया', नवी दिल्ली यांच्याकडून राष्ट्रीय पातळीचा 'बी स्कूल लायब्ररी अॅवॉर्ड २०१३' मिळाला आहे. तसेच ग्रंथालयीन कर्मचारी श्री. शिराज शेख (मुलानी) यांना उत्कृष्ट शिक्षकेतर कर्मचारी २०११ चा सावित्रीबाई फुले पुणे विद्यापीठाचा पुरस्कार मिळाला आहे. आय. एम. एस्. ग्रंथालयाने आजपर्यंत पाच सेट (SET) परीक्षा प्राप्त ग्रंथपाल घडविले आहेत. नोकरीच्या निमित्ताने खूप शिकण्यास, प्रयोगशील राहण्यास व माझ्यातील प्रशासक घडविण्यात माझे आजी व माजी सहकारी सौ. रुपाली ओक, श्री. प्रकाश कोकणे, सी. सुनिता सुरोशी, सी. वसुधा देशपांडे, श्री.

जितीन आढाव, श्री. शिराज मुलानी, श्री. शंकर राशीनकर, श्री.समीर शेख यांचा सर्वांचा मोलाचा वाटा आहे. ग्रंथालय शाखातील माझ्या विद्यार्थ्यांकडून प्रगतीशील व प्रायोगिक शिक्षकांचे कार्य सुरू आहे. आतापर्यंतच्या ग्रंथशास्त्रीय प्रवासात या सर्वांचा मोलाचा वाटा आहे. हे माझे सर्व सहकारी नेहमी माझे विस्तारीत कुटुंबातील सदस्य राहतील.

गुणवत्तापूर्वक आणि परिणामकारक बदल होतो. ग्रंथालयातील कर्मचाऱ्यांमळे त्यांच्यातील व्यावसायिकता व ग्रंथालयाप्रती असणारी नैतिक जबाबदारी यातून ग्रंथालय व संस्था विकसित होतात. ह्याचेच उदाहरण म्हणजे आय. एम. एल. ग्रंथालय. इथे व्यवस्थापन व संगणकशास्त्राची संलग्न असणारे ग्रंथसाहित्य, सेवा व माहिती स्रोतांचा समावेश आहे. ग्रंथालयात देव-धेव विभाग, नियतकालिक विभाग, ई-स्रोत विभाग, CD-Library विभाग आणि वाचनकक्ष आहे. ग्रंथसंग्रह पंचवीस हजारांहून अधिक असून, पचास राष्ट्रीय व आंतरराष्ट्रीय दर्जाची नियतकालिके, वार्षिक अहवाल, वर्तमान पत्रे, प्रकल्प, शोधनिबंध, नकाशे, E-Books, E-resources, E-content, दुर्मिळ पुस्तके, विरोध अहवाल, ज्ञान संपन्नतेसाठी संशोधन यांनी सुसज्ज आहे. ग्रंथालय संगणकीकृत असून बारकोड युक्त आहे. ग्रंथालयात माहिती फ्लक दिशादर्शक माहिती पुस्तिका उपलब्ध आहे. मुक्तद्वार प्रवेश असून सी. सी. टि. व्ही. ने ग्रंथालय नियंत्रित आहे. डिफरन्सिअली एन्ड (दिव्यांग) सभासदासाठी खास विभाग व उतार मार्ग तयार केला आहे. बेस्ट प्रॅक्टिस अंतर्गत ग्रंथालय विविध माहिती साक्षरता उपक्रम राबविते. उदा. ग्रंथप्रदर्शन, उपभोक्ता स्पर्धा, निबंधस्पर्धा, लेखक-वाचक सुसंवाद, छायाचित्र स्पर्धा, ग्रंथालय बातमी पत्र प्रकाशन, वार्षिक प्रतिसाद इ. तसेच ग्रंथालयात कार्यशाळा, ग्रंथालय ओळख कार्यक्रम, मानवीमूल्य व राष्ट्रीय एकात्मता संबंधित प्रदर्शन व स्पर्धा आयोजित केल्या जातात. ग्रंथालयात प्रतिलिपी सेवा, प्रिंटिंग सेवा, स्कॅनिंग, प्रचलित जागरूकता सेवा, माहिती निवडक प्रसारण सेवा इ. मूल्यवर्धित सेवा देण्यात येतात. विद्यार्थी-ग्रंथालय समिती स्थापन करून सदस्य विद्यार्थीमध्ये नेतृत्वगुण आत्मसात करतात.

ग्रंथपाल व्यवसायाने ह्या तेवीस वर्षांच्या काळात मान-सन्मान, व्यावसायिक समाधान, प्रायोगिक प्लॅटफॉर्म, आर्थिक स्थैर्य तर दिलेच पण व्यक्ती म्हणून खूप शिकविले. अनुभवांची शिदोरी खूप मोठी आहे. प्रत्येक दिवस हा नवीन आव्हान घेऊन येतो व त्याला सामोरे जाण्याची इच्छाशक्तीही हा व्यवसाय देतोय. जशी यशाची गुरुकिड्डी सापडली. माझा शिक्षकांना आणि कुटुंबाला माझ्या यशात नेहमी महत्त्वाची जागा असेल. नवीन पिढीने ग्रंथालय शाखाचा पर्याय निवडला पाहिजे आणि ग्रंथालय मध्यमातून राष्ट्रीय प्रगतीस मदत करून आकाशात भारताचा ध्वज उंच धरला पाहिजे.

ग्रंथपालन व्यवसायाला हक्के स्थान मिळवून देणाऱ्या डॉ.एस.आर.सुभाषन यांना विसरून चालणार नाही. त्यांच्या स्मृतीस हा माझा पुरतक प्रवास आदरभाव व लीनतापूर्ण अर्पण. धन्यवाद!

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डॉ. शां. न. महाजन

'ग्रंथरूपी ग्रंथपाल' या आत्मचरित्रपर लेख संग्रहात शैक्षणिक आणि सार्वजनिक क्षेत्रातील ग्रंथालयात कार्यरत असणाऱ्या ग्रंथपालांच्या लेखांचा समावेश आहे.

या मधील बहुसंख्य ग्रंथपालांचे वैशिष्ट्य म्हणजे त्यांची गरिबीची परिस्थिति, परंतु गरिबीवर मात करत सतत पुढील शिक्षण घेण्याचा ध्यास घेऊन बहुतेकांनी बी.लिव, एम.लिव पदव्या प्राप्त केल्या आहेत. एवढेच नव्हे तर नेट/सेट परीक्षा देखील उत्तीर्ण करून कायमस्वरूपी नोकऱ्या प्राप्त केल्या आहेत तर अनेकांनी याही पुढे जाऊन शिक्षण क्षेत्रातील सर्वोच्च समजली जाणारी पीएच.डी पदवी देखील प्राप्त केली आहे. या ग्रंथपालांनी त्यांच्या उच्च शिक्षणाचा उपयोग वाचकांना उत्तम संदर्भ सेवा देण्यासाठी केला आहे. तसेच नवीन तंत्रज्ञानावर आधारित ग्रंथालय सेवा देण्याचे पवित्र कार्य गेल्या दोन-तीन दशकांपासून करत आले आहेत. काही ग्रंथपालांना त्यांनी वाचकांना दिलेल्या उत्कृष्ट सेवेबद्दल पुरस्कारही सुध्दा प्राप्त झाले आहेत. अशा ग्रंथपालांच्या या यशोगथा नवीन पिढीला प्रेरणादायी जरूर ठरतील.



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# TRANSFORMING LIBRARIES IN 21ST CENTURY

*Editors*

Dharmaraj K. Veer

Ashwini A. Vaishanv





# TRANSFORMING LIBRARIES IN 21ST CENTURY

The transformation of libraries is mainly due to computer and communication technology, library automation, networking of libraries and information resources, Bar code, RFID and Smart card technology, web and Internet technology, social networking (Blogs, facebook, Twitter, Skype, Wikipedia) etc.

To manage with the changes library and Information professionals have to transform themselves and their activities using ICT, learning skills to maintain digital library, develop knowledge of hardware and software to provide traditional as well as digital, electronic and virtual services to users, using digital resources to keep users update of global changes.

Considering transformation of libraries, information resources and functions of library staff it was thought that the present area 'Transforming Libraries in 2023 : NEP 2020 and Changing Paradigms in LIS' considered for international conference would find solutions to issues and problems faced by libraries and library staff. The book is divided in five sections viz. National Education Policy 2020 and LIS; Metric studies in LIS; Re-engineering library services; Capacity Building for LIS Professionals, Digital innovation.

Many libraries are now subscribing e-resources to meet information needs of user community. Therefore, there is urgent need to understand the facilities like mobile technology, cloud computing etc. It is hoped that the present book will be useful to LIS professionals, teachers in LIS, research students, MLISC students as well as students appearing for SET/NET examinations.



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