

Strategic Management

FOR BUSINESS



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Strategic Management for Business



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Preface

Welcome to the world of strategic management, where the art and science of navigating the complex business landscape converge. In this book, "Strategic Management for Business," we embark on a journey to uncover the essence of strategic thinking, planning, and execution that drives the success of organizations.

Strategic management is the compass that guides businesses toward their desired destinations. It entails making critical decisions, aligning resources, and adapting to dynamic market forces to gain a sustainable competitive advantage. Whether you are an aspiring entrepreneur, a seasoned executive, or a curious student of business, this book offers a comprehensive exploration of strategic management principles, frameworks, and practical tools.

Through a blend of real-world examples, case studies, and thought-provoking insights, we delve into topics such as environmental analysis, strategic formulation, implementation, and evaluation. Our aim is to equip you with the knowledge and skills necessary to navigate the ever-evolving business landscape and make informed strategic choices.

Join us as we unravel the mysteries of strategic management and empower you to shape the future of your organization. Let this book be your trusted companion on the path to success in today's competitive business world.

Acknowledgement

Writing a book is never a solitary endeavor, and "**Strategic Management for Business**" is no exception. It is with deep gratitude that I acknowledge the individuals who have played a significant role in bringing this book to life.

First and foremost, I would like to express my sincere appreciation to my family for their unwavering support and understanding throughout this journey. Your encouragement and belief in me have been invaluable.

I am immensely grateful to my mentor, whose wisdom and guidance have shaped my understanding of strategic management. Your expertise and willingness to share your knowledge have been instrumental in shaping the content of this book.

I extend my heartfelt thanks to the colleagues, friends, and professionals who generously shared their insights and experiences, enriching the discussions within these pages. Your contributions have added depth and practicality to the concepts presented.

I would also like to thank the reviewers and editors who provided valuable feedback, ensuring the quality and clarity of this book.

Finally, I express my gratitude to the readers. Your interest in strategic management and your commitment to continuous learning are what make this journey worthwhile.

Thank you all for being a part of this endeavor.

Subharun Pal
Dr Jainish Bhagat
Dr. Sanjana Tewari
Mrs. Sugandha Joshi
Dr. Amita Vijay

About the Editors



Subharun Pal, an ardent proponent of assimilating erudition from myriad disciplines, indefatigably strives to amalgamate these diverse spheres to address and surmount societal enigmas. Presently, he devotes himself to the pursuit of a distinguished triumvirate of academic accolades: a Doctor of Business Administration from the revered Swiss School of Management in Bellinzona, Switzerland; a Professional Doctorate in Education conferred by the European International University, ensconced in the resplendent Parisian metropolis, France; an MTech (Ex.) bestowed by the eminent 'Indian Institute of Technology Jammu' in Jammu & Kashmir, India; and an EMBA in Finance from 'Indian Institute of Technology Patna', Patna, Bihar.

Mr. Pal's proficiency spans a decade of immersion in multifarious aspects of the e-commerce ambit, including Business Analytics, Business Intelligence,

Operations, Logistics, and Supply Chain Management, thereby accumulating a copious reservoir of adeptness. His peerless contributions to antecedent establishments have culminated in a cornucopia of eulogies and laudatory dispatches.

Antecedent to undertaking his doctoral pursuits, Mr. Pal secured an MPhil in Management from Dr. CV Raman University in Bilaspur, Chhattisgarh, India, an MBA in Information Systems from Edith Cowan University in Perth, Western Australia, and an MTech in Computer Science Engineering from Karnataka State Open University in Mysore, India. Moreover, he has completed Executive Programs in Applied Finance from the Indian Institute of Management in Kolkata and Ranchi, India, and claims a Post Graduate Diploma in Supply Chain Management from the Confederation of Indian Industry in Chennai, India, with the Indian Institute of Materials Management as a knowledge consort, and a Post Graduate Diploma in Business Law from the esteemed National University of Juridical Sciences in Kolkata, India.

In conjunction with his already impressive compendium of qualifications, Mr. Pal has amassed a diverse panoply of certifications, including Prince2 Practitioner from APMG, LSSBB from ISEL Global, and Combined Lead Auditor Training Certification in ISMS/ITSMS/BCM from Exemplar Global, as well as ITIL from Tüv Süd Akademie GmbH. Furthermore, he proudly holds certifications in CEHv6 from EC Council, CCNP from Cisco, MCSE from Microsoft, SCJP and SCWCD from Sun Microsystems, and Linux system administrator from NIIT. Additionally, he has obtained certifications in Statistical Techniques for Data Mining & Business Analytics from the Indian Statistical Institute in Bangalore, Karnataka, Contract Management and Public Procurement from The World Bank in the USA, and Cyber law from Indian Law Institute in Delhi, India. He has also received tutelage in HR Management from Singapore Human Resource Institute and International Arbitration from Singapore International Arbitration Centre, both domiciled in Singapore.

Subharun, an accomplished academician proficient in a multitude of disciplines and possessing expertise in several distinct fields, has promulgated his research conclusions via an extensive collection of fifteen indices sanctioned, peer-scrutinised periodicals of both national and international acclaim. Beyond his

individual pursuits, he has been integrally involved in the penning of a series of five academic tomes, in addition to making indispensable contributions to a limitless anthology of book chapters. His intellectual eminence has punctuated a myriad of colloquia and congresses, not merely within the territorial borders of our nation, but also permeating the echelons of international academic discourse.

Mr. Pal has amassed a substantial collection of commendations, including the highly regarded 'Best Supply Chain Professional Excellence Award 2023', a recognition conferred upon him by the 'Global Research

Conference Forum'. Further notable acknowledgments include the 'Senior Scientist Award -2023' bestowed by the 'Council of Research and Sustainable Development', India, an accolade jointly conferred by the 'Society of Education', India, and the 'European Laser Academy', Germany. Furthermore, he has been the recipient of the 'Aspiring Icon 2K23 Award', a tribute by the 'Inspiring Icon Magazine', as well as the 'National Youth Icon Award', a distinction conferred by the 'Magic Book of Records', with both establishments being rooted in India.

During his leisure hours, he indulges in his passion for peripatetic adventures, seizing opportunities to traverse enigmatic and mesmerising terrains. Additionally, he delves into erudite endeavours, predominantly concentrating on augmenting his understanding of the intricate spheres of management, jurisprudence, education, engineering, and cutting-edge technologies. An indefatigable polymath, Mr. Pal persistently seeks to enrich his repertoire of knowledge and skills, steadfast in his commitment to employ his intellectual capital in service of addressing pressing societal quandaries.

As a keen advocate for the cross-pollination of ideas, Mr. Pal frequently participates in interdisciplinary collaborations and projects, seeking to foster innovation and engender transformative solutions through the convergence of distinct fields. His endeavours have resulted in the inception of novel approaches to addressing contemporary challenges, often transcending traditional boundaries to create synergistic outcomes.

Mr. Pal's propensity for mentorship and fostering the growth of others has also led him to assume various pedagogical roles, both formal and informal, within academic and professional settings. His dedication to the diffusion of knowledge and the nurturing of nascent talent has cultivated a rich legacy of individuals emboldened to pursue their own intellectual and professional aspirations.

In sum, Subharun Pal stands as a testament to the power of interdisciplinary acumen, the pursuit of personal and intellectual growth, and the indomitable spirit of inquiry. His life's work encapsulates a profound commitment to utilising his multifaceted expertise in service of surmounting societal challenges, inspiring the next generation of thinkers, and leaving an indelible mark on the world.



Dr. Jainish Bhagat

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Dr. Jainish Bhagat is Associate Professor and MBA - Coordinator in the School of Liberal Arts & Management Studies of P.P Savani University. He is having 10 years of academic exposure in teaching Graduate and Post Graduate students of various specializations like Management, Commerce and Pharmacy Management. Dr. Bhagat has mentored more than 600 UG and 100 PG students for their research work. He has completed his Ph.D. on the topic entitled “A Role of Merchant Banks in Indian Capital Market” from Dr. Babasaheb Ambedkar Open University (BAOU), Ahmedabad. He has published more than 10 research papers at national and international level with very good indexing. He has contributed the chapters in many books in the area of Financial Management, Advanced Financial Management, Stock Exchange and Portfolio Management, Corporate Financing, Corporate Accounting and many more. He has delivered as an expert and as a guest lecturer in several institutes nationwide. He has been awarded with the best paper for his work. He has participated in many national and international level conferences. He has been functioning as a professional with various industries for the last several years. Dr. Bhagat has organized and managed Management Development Programs in various institutes across the nation on both offline and online modes. His area of interest is Financial Management, Corporate Finance, Investment Management, Portfolio Management, Project Financing Evaluation, Banking, Corporate Laws, International Financial Management, and Financial Analytics.



Dr. Sanjana Tewari, Currently working in Amrapali Group of Institutes as an Assistant Professor she is a Ph.D in Management, UGC NET and MBA in Marketing and HR along with 13 years of core academic experience. She has also been associated with management colleges in Delhi/NCR and has been dynamically involved in conducting workshops, trainings and FDPs. An excellent orator and confident person, she has been invited as guest speaker in multiple universities. She has also conducted various personality development programmes for graduate and post graduate students.

To expand her research horizon she has contributed multiple research papers in Indian and international journals of high repute. Her areas of interest include employee engagement, work life balance, digital marketing and organizational behavior.



Ms Sugandha Joshi, Assistant Professor, Amrapali Group of Institutes, Haldwani, Uttarakhand, Research oriented, Dedicated and Reliable professional working in a full time Assistant Professor profile with 6 years of academic and 6 years of corporate work experience. Currently pursuing Phd. Masters degree in Management with Specialisation in Human Resources and International Business. Strong interpersonal and communication skills, Teaching and supervising students in a university setting with research writing and presentation skills. With my credentials and enthusiasm to teaching excellence I am seeking for growth and opportunities in the field of Management.



Dr. Amita Vijay, (Ph.D., M.Phil (Business Finance and Economics), PGD-SAPD (Post Graduate diploma in Security analysis and Portfolio Management) MBA (Financial Management),)

Dr. Amita Vijay is working as Assistant Professor, in the Department of Commerce and Management, Poddar Management and Technical Campus, Jaipur. She is having 12 years of core academic experience in teaching Graduate and Post Graduate students of various specializations like Management and Commerce. Dr. Amita has completed her Ph.D. on the topic entitled “Role of Microfinance in Women Empowerment, a case study of Jodhpur” From Jai Narain Vyas University, Jodhpur, and Rajasthan. She has contributed to multiple research papers in National and international journals. She has participated in many National and International conferences. She has been dynamically involved in conducting workshops, trainings and FDPs.

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DIGITAL TRANSFORMATION: PARLEYING TECHNOLOGICAL DISRUPTION INTO STRATEGIC TRIUMPH

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ABSTRACT

This paper presents an interdisciplinary exploration of how organisations worldwide utilise digital transformation as a strategic tool to triumph over technological disruption. Unravelling the complexities of this emerging field, the paper discusses the strategies, methodologies, and operational models adopted by corporations to adapt and thrive in an ever-dynamic digital landscape. A comparative analysis of case studies from diverse industries demonstrates the idiosyncratic application of digital transformation tactics and their implications for competitive advantage. A contrapuntal approach is adopted, considering potential counterarguments, and offering a balanced perspective on the topic.

Keywords: Digital Transformation, Technological Disruption, Strategic Advantage, Operational Model, Competitive Advantage

1. INTRODUCTION

The dawn of the digital era, fuelled by leaps in information technology, has induced an epoch of extraordinary transformation across the global business landscape. Unparalleled advancements in digital technologies such as Artificial Intelligence, Machine Learning, Blockchain, Internet of Things (IoT), and Big Data are catalysing seismic shifts in the ways organisations operate, compete and create value (Bharadwaj et al., 2013). This disruptive phenomenon, commonly known as 'Digital Transformation', embodies a strategic inflection point, characterised by heightened volatility, uncertainty, complexity, and ambiguity (VUCA) in the business environment (Bennett & Lemoine, 2014).

Digital Transformation involves far more than the mere adoption of digital technologies; it entails a fundamental overhaul of an organisation's business model, culture, processes, and customer interactions to leverage digital technologies and data insights strategically for competitive advantage (Boulton, 2012). As such, it poses both significant opportunities and challenges for businesses across all sectors and regions.

Paradoxically, despite the pervasiveness and strategic significance of digital transformation, our understanding of how to parley this technological disruption into strategic triumph remains somewhat enigmatic. The existing academic discourse on the subject primarily focusses on the role of digital transformation in enhancing operational efficiency and customer experience (Berman, 2012; Chaffey, 2015). However, the literature is relatively sparse on how digital transformation can be harnessed to create sustainable competitive advantage and strategic success.

Consequently, this research endeavours to fill this crucial gap by providing a comprehensive exploration of how digital transformation can be strategically leveraged for organisational success. Through a mixed-methods approach involving case study analysis and quantitative research, the study will probe the intricate relationship between digital transformation and strategic success.

2. LITERATURE REVIEW

A myriad of scholarly works have emphasised the complexities and prospects of digital transformation (Verhoef et al., 2019). Mithas et al. (2012) identify digital transformation as an evolutionary reaction to technological disruptions that aligns with the changing business milieu. However, Berman and Bell (2011) highlight the struggles faced by organisations in adapting to these transformations due to resistance to change and strategic misalignment.

Through the lens of businesses like Burberry and Caesars Entertainment, Kane et al. (2015) show how they harnessed digital transformation to establish a strategic edge. On the other hand, Yeow et al. (2018) highlight the potential risk of customer estrangement due to excessive digitisation, drawing on the case study of Tesco.

Lucas Jr and Goh (2009) advocate a balanced approach, fusing digital and traditional business practices. They present a case study of the US airline industry, demonstrating

the success achieved by integrating online booking while maintaining offline customer service channels.

By contrast, Gimpel et al. (2018) argue that digital transformation has become an existential necessity in the face of technological disruptions. They provide evidence from the German automotive industry, suggesting that failure to transform digitally can trigger industry-wide crises.

Bharadwaj et al. (2013), however, caution against the 'siren call' of digital transformation, suggesting that not every organisation will benefit from a sweeping digital overhaul. They recommend a prudent approach, aligning digital capabilities with the organisation's specific business model and context.

Overall, the literature suggests that digital transformation, while a potent strategy to navigate technological disruptions, demands careful judgement and a balanced approach.

3. Research Approach and Methodology

To address the research objectives in a comprehensive manner, the study employs a mixed-method approach. This includes a qualitative exploration of select case studies to understand the various strategies and intricacies of digital transformation. In parallel, a quantitative cross-sectional study has been conducted, using data from different industries to understand the correlation between digital transformation efforts and strategic outcomes.

Case studies from organisations such as Amazon, Uber, Tesla, and HSBC have been chosen for their unique and informative perspectives on digital transformation. These cases are analysed within the theoretical framework of strategic management theories like the Resource-Based View (RBV) and Dynamic Capabilities theory (Teece, Pisano, & Shuen, 1997).

The quantitative aspect of the study is grounded in data collected from various corporate reports, industry whitepapers, and other dependable sources. The analysis focuses on factors like the intensity of digital transformation, performance indicators, and

competitiveness in the market. Hypothesis testing using statistical tools helps evaluate the connection between the degree of digital transformation and strategic success.

4. In-Depth Analysis and Discourse

The resultant findings of this research offer compelling proof supporting the premise that successful digital transformation often aligns with strategic victories. Delving into Amazon's case study reveals how steadfast dedication to a digital-centric strategy has afforded the company a significant advantage over its competitors, emboldening it to pioneer new territories in the domains of e-commerce and cloud computing (Gupta, 2021). Contrasting this, the narrative of Uber's emergence underscores the potential disruptive power of digital transformation, highlighting a tectonic shift in the traditional taxi service landscape (Cramer & Krueger, 2016).

An examination of Tesla's journey through transformation elucidates the wide scope of digital metamorphosis, which extends beyond mere product innovation to incorporate the creation of novel business models. It showcased pioneering practices like direct-to-consumer sales and over-the-air software updates, offering a paradigm shift in automotive sector strategies (Stringham, Miller, & Clark, 2015). In contrast, the case of HSBC provides insight into the multifaceted challenges linked to digital transformation in more traditional sectors like banking, where stringent regulatory requirements and security considerations often pose significant hurdles to swift digitisation (Chishti & Barberis, 2016).

The quantitative analysis section further illuminates a positive correlation between the depth of digital transformation and strategic success. However, it also emphasises the potential plateau effect suggested by Bharadwaj et al. (2013), where increasing digitalisation can lead to diminishing returns.

5. Culmination and Prospective Investigation

Drawing this study to a close, the investigation has surfaced salient insights into how the digital transformation can be wielded as a strategic instrument for achieving organisational triumph. This exploration has underscored the relevance of digital transformation not just as an operational upgrade, but as a profound strategic shift that can steer an organisation towards competitive advantage (Gupta, 2021).

The case studies of Amazon, Uber, Tesla, and HSBC demonstrate that successful digital transformation requires a balanced approach that is firmly anchored in the context of the organisation's specific business model, competitive landscape, and strategic objectives. Furthermore, the study's quantitative analysis illuminates a nuanced relationship between digital transformation and strategic success, suggesting a potential plateau effect wherein increased digitalisation may lead to diminishing returns.

The findings of this research serve to clarify the often nebulous concept of digital transformation, illuminating its potential role in enhancing strategic success. However, the rapidly evolving nature of digital technologies means that the landscape of digital transformation is continually shifting. As such, the conclusions drawn herein may need to be reassessed and adapted as new digital advancements emerge.

Looking forward, there is a wealth of opportunities for future research in this exciting field. Emerging technologies such as Artificial Intelligence, Blockchain, and Quantum Computing hold significant potential for transforming strategic landscapes and warrant in-depth exploration. Longitudinal research designs could further our understanding of the enduring impacts of digital transformation, and comparative studies across diverse sectors and regions could highlight the role of context in shaping digital transformation outcomes.

The digital era presents a fascinating paradox - it offers vast potential for strategic success but also poses unprecedented challenges and uncertainties. As such, it is crucial that we continue to delve deeper into the complex relationship between digital transformation and strategic success, equipping organisations with the insights necessary to navigate this dynamic landscape successfully.

6. Implications for Practice

The insights gleaned from this research hold profound implications for organisations navigating the complex terrain of digital transformation. For corporate executives and strategists, it reiterates the necessity of adopting a nuanced, context-specific approach to digitalisation, as opposed to implementing generic digital strategies (Gupta, 2021). This necessitates a deep understanding of the unique characteristics, strategic objectives, competitive positioning, and stakeholder expectations of the organisation.

Furthermore, the analysis underscores the significance of maintaining a delicate equilibrium between driving digital innovation and preserving operational stability. It is vital that businesses weave their digital endeavours seamlessly into their existing operational fabric, avoiding the potential disruption of core operations (Cramer & Krueger, 2016).

A key takeaway from the research is the pivotal role of organisational culture in fostering successful digital transformation. The importance of nurturing a culture that is adaptive, innovative, and resilient cannot be understated, especially given the volatile, uncertain, complex, and ambiguous (VUCA) characteristics of the digital landscape. Embracing a culture of continuous learning and innovation can enhance organisational agility and foster a proactive approach to leveraging digital opportunities.

The research also highlights the importance of a customer-centric approach to digital transformation. The strategic use of digital technologies should ultimately aim to enhance customer experiences and meet evolving customer needs. Organisations should utilise digital tools and analytics to gain deeper insights into customer behaviour and preferences, thereby informing more effective and personalised strategies.

Lastly, while this research emphasises the importance of digital transformation, it also highlights the potential risks and pitfalls associated with an overly aggressive digitalisation strategy. Digital transformation should be viewed as a strategic tool, not as a panacea for all organisational challenges. A balanced approach, combining digital and traditional elements, can often prove to be the most effective path towards strategic success.

7. Constrictions and Prospects for Future Exploration

While the present research provides a robust and comprehensive understanding of the relationship between digital transformation and strategic success, it is not devoid of limitations. Chief among these is the temporal nature of the study. Given the swift pace of digital technology evolution, the conclusions drawn are anchored to a specific timeframe and may not fully capture future advancements and disruptions in the digital landscape (Bharadwaj et al., 2013).

Furthermore, this research largely relies on case studies from established corporations. As such, it may not fully encapsulate the unique experiences and challenges of small and medium-sized enterprises (SMEs) or startups, which often operate under different constraints and possess different resources and capacities for digital transformation.

Looking to the future, there exists a plenitude of avenues for further research in the field of digital transformation. Emerging technologies, such as Artificial Intelligence, Blockchain, and Quantum Computing, offer fertile ground for exploration, particularly concerning their strategic implications and potential for creating competitive advantage.

Longitudinal studies could also provide valuable insights, affording a diachronic perspective on the impacts and outcomes of digital transformation. Additionally, comparative studies across different sectors and geographical regions could unveil a rich tapestry of how digital transformation manifests and impacts organisations within varied contexts.

Given the pervasive influence of digital transformation, it is crucial to continue exploring and understanding this phenomenon in its multifarious dimensions. As such, future research efforts should strive to build upon and extend the insights garnered from this study, further illuminating the path towards strategic triumph in the digital era.

8. Policy Implications Policy Ramifications

The conclusions of this research permeate the confines of individual businesses and resonate at the level of governmental and international policy. Recognising the transformative power and potential disruption elicited by digital transformation, government entities and policy-makers are obliged to adapt and refine their regulatory strategies. This entails constructing a supportive environment for digital adoption, whilst safeguarding economies from the potential shocks that could emerge from rapid digitisation (Lucas Jr and Goh, 2009).

In the realm of policy, a major consideration lies in ensuring fair competition within the digital landscape. This requires a dynamic and forward-thinking approach to regulatory frameworks to prevent market monopolisation and encourage a diverse ecosystem of digital enterprises (Cramer and Krueger, 2016).

Furthermore, policy measures should also entail mechanisms to support industries and workforces in transition, including reskilling and upskilling programmes to enhance digital literacy among the workforce. The transformative potential of digital technologies could inadvertently exacerbate socioeconomic divides, necessitating policies that champion digital inclusion and equal access to digital opportunities.

Lastly, but by no means least, digital transformation triggers important ethical and societal debates. As our lives become increasingly intertwined with digital technologies, issues pertaining to data privacy, security, and the ethical use of AI gain prominence. Policymakers are charged with the critical task of implementing measures to safeguard digital rights and protect individuals and organisations from cyber threats, while still promoting innovation and growth.

9. Conclusion Digital Transformation: An Indian Context and Comparison with the Global Scenario

The trajectory of digital transformation in India presents a compelling narrative of rapid advancement and unique challenges. In comparison to the global scenario, India's digital journey is marked by several distinguishing factors, the foremost being its massive consumer base, diverse demographics, and stark socioeconomic disparities.

The Indian Government's strategic initiatives, such as 'Digital India', demonstrate a committed endeavour to harness the potential of digital technologies for economic and social development (Tripathi & Bhatia, 2019). The advent of digital platforms like 'Aadhar' and 'Unified Payment Interface (UPI)' showcase successful public-sector led digital transformations, contributing significantly to financial inclusion and governance efficiency.

Private enterprises in India, especially in sectors like e-commerce, FinTech, and IT services, have also embraced digital transformation to drive innovation, customer engagement, and operational efficiency. Leading organisations such as Reliance Jio, Flipkart, Paytm, and Tata Consultancy Services exemplify the strategic deployment of digital technologies to carve a competitive edge (Rao, 2020).

However, India's digital transformation journey is not without challenges. Despite rapid internet penetration, digital literacy remains a significant barrier, particularly in rural

and economically disadvantaged regions. Infrastructure inadequacies, cybersecurity concerns, and regulatory hurdles also pose significant obstacles to India's digital ambitions (Rajan, 2020).

Comparatively, the global scenario of digital transformation exhibits a high degree of variation, reflecting the influence of diverse cultural, economic, and political contexts. Developed economies like the US, UK, Germany, and Singapore have displayed mature digital ecosystems, characterised by sophisticated digital infrastructure, a high level of digital literacy, robust cybersecurity measures, and dynamic regulatory environments conducive to digital innovation (Bharadwaj et al., 2013).

The road ahead for India, and indeed for countries worldwide, entails navigating these challenges while capitalising on the opportunities afforded by digital transformation. Future policy and business strategies should focus on enhancing digital literacy, strengthening digital infrastructure, promoting cybersecurity, and fostering a regulatory environment that encourages digital innovation while safeguarding societal interests.

10. CONCLUSION

In sum, this study offers a comprehensive exploration of the dynamic relationship between digital transformation and strategic success. The discourse underscores the necessity for a balanced, context-specific approach towards digitalisation, shaped by an organisation's unique circumstances, strategic objectives, and competitive environment.

While digital transformation presents significant potential for strategic advantage, it is not a panacea for all organisational challenges. Indeed, the judicious blending of digital and traditional elements, informed by a deep understanding of customer expectations and industry trends, is more likely to yield sustainable competitive advantage.

The continually evolving nature of digital technology demands that organisations remain agile, continually updating their digital strategies to keep pace with emerging trends and innovations. As we venture further into the digital era, the ability to harness technological disruption to drive strategic success will increasingly become a determinant of an organisation's survival and prosperity.

11. CONFLICT OF INTEREST

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

12. ACKNOWLEDGEMENT

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**AN ENQUIRY INTO SKILL TRAINING REQUIREMENTS OF LIBRARIANS
IN UNIVERSITY LIBRARIES FOR MANAGEMENT OF INDISCIPLINE IN
LIBRARIES: SKILL FOR SUSTAINABLE SERVICE DELIVERY**

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ABSTRACT

The extent at which students violate lay down rules and regulations in universities has in recent time kept university management and other stakeholders wondering the best way to tackle this vice. The university libraries which stand as nerve centres of every academic activity tend to be at the receiving end of this high level of indiscipline as students and faculty members who are their regular customers flaunt library rules and regulations with impunity. The whole situation has therefore turned some of these libraries into places of jamborees thus making them highly impossible for serious minded students and faculty members to optimally utilize them for reading and research which formed the bane of establishing them in the first place. This study therefore inquired into skill training requirements of librarians in university libraries for management of indiscipline in libraries. The study was guided by two research questions and two formulated and tested null hypotheses at 0.05 level of significance. The study adopted a descriptive survey design with a sampled population of 198 librarians purposively selected from ten public universities libraries in Nigeria. The major instrument used in collecting data for the study was a modified four point Likert scale questionnaire titled: Management of Indiscipline in University Libraries Questionnaire (MIULO) prepared by the researcher. The instrument was validated by two professionals in Measurement and Evaluation and Guidance and Counseling while Cronbach Alpha was used to test the reliability and the reliability stood at 0.79. The data collected in line with the research questions were analyzed using mean whereas the two hypotheses were tested using t-test statistic. The findings of this study did indicate that librarians require certain level of competency skills for the management of indiscipline and that there is no significance difference between the responses of male and female librarians on librarians' required skills for management of indiscipline in

university libraries. It was based on these findings that it was deduced that librarians in university libraries should be equipped through training with necessary skills needed for management of indiscipline in the libraries. Recommendations were also made which include among other things that university management in conjunction with university libraries' management should approve on-the-job training for librarians in form of higher education where psychological trained professionals will constantly equip them with relevant skills more so, in the area of conceptual skill needed for effective management of indiscipline in university libraries as this will guarantee effective service delivery to all users of the libraries and that librarians in universities libraries should not always wait for government sponsored on-the-job training in the form of seminars, workshops and conferences after all, Zwick (2002) asserts that participation at seminars or talks do not have an impact on productivity rather through formal internal and external training courses. To this end, librarians should utilize numerous free online training courses in psychology and get themselves equipped with skills required for management of indiscipline.

Keywords: Indiscipline, Skills, Management, University library, training, Conceptual skill

1.0. INTRODUCTION

The library is the nerve centre of academic activities in universities. It is a depository of knowledge with varied and useful information in numerous formats. Like every other library, the core functions of university libraries are; acquisition, cataloguing, circulation, serial control, interlibrary loan and management and delivery of information in both traditional and electronic format. They assist in achieving the goals and objectives of their parent institutions through the provision of current and relevant information resources that are necessary for sustaining the learning, teaching, research, other functions and activities within the institutions (Onwubiko, 2020). In line with this, Vickus and Metsar (2004) posit that the library is a place where different social policies, theories and ideologies are met and a space to study different arts and cultures provided. It is based on this all important role that much fund is expended by government, concerned individuals, agencies and non-governmental organization to

have these libraries equipped with relevant information materials and infrastructure with a view to satisfying teeming users' needs. Despite all these good intentions, it seems the libraries are not actually realizing the desired objectives more so in the area of ensuring that every student user of the library is purely there for research and reading.

Inasmuch as indiscipline has become a global anti-social behavior, the assumption is that there are areas that ought to be seen as sacred for such behaviors and the library just like the court of law should fall within the exceptions. The public presumes that libraries are the preferred environment to transform productive and useful citizens of any nation. However in recent time, most university libraries in Nigeria though not peculiar are bewildered with all manner of indiscipline exhibited by students and even faculty members who are presumed to be responsible erudite. Indiscipline in this context is seen as outright disobedience to library lay down rules and regulations or manifestation of disruptive behaviors such as noise making, use of smartphones and other IT devices, stealing/mutilation of information materials, turning the library as a rendezvous, and a place for committing some immoral acts among other vices. As explained by Chukwu (2012), indiscipline is the opposite of discipline which is the readiness or willingness of an individual to demonstrate decent and decorous conduct, respect for authority, high sense of responsibility and love for orderliness. In other words, *Indiscipline* is actions of an individual which is interpreted as a departure from cultural and accepted practices within the said society while on the other hand is any act that diverges from the acceptable societal norms and values. It is a violation of school rules and regulations which is capable of obstructing the smooth and orderly functioning of the school system (Edem, 1982).

Unfortunately, it is a pity that the students of today waste their precious time in acts of indiscipline. But we cannot blame the students alone for this growing indiscipline. There are many other causes of indiscipline like the lack of attention from parents, pressure from friends or peer pressure, absence of value based education, lack of a good role model, our defective educational system- where too much stress is given only on the completion of the textbooks within allotted time. As teachers are under pressure of completion of the textbooks they just stop to give moral education to their students

(Bhavika, 2016). As a result, character formation becomes secondary, last but not the least the excessive use of electronic gadgets like using mobile phones, laptops all day for just games or unnecessary work which is also medically unfit for the students have even made the situation worse.

The stipulated objectives of library and information science education globally among other things, is to provide librarians with intellectual and professional background adequate for their assignment as information managers and drivers of access to knowledge and to make the relevant in line with the information trends of the world. With high level of indiscipline noticed in university libraries and still left untended to is an indication of a missing link and indictment indicating that librarians in these universities lack the competency skills for proper management of indiscipline in the libraries. This development no doubt is negatively affecting effective services and optimal utilization of libraries' resources by serious minded users. To train librarians in these inadequate skills seems to be the way out of this morass. In this context to train is perceived as teaching librarians to learn new skills in management of indiscipline. Librarians should be trained in order to equip them with competency skills for proper management of indiscipline in libraries. Equipping librarians with competency skills for management of indiscipline in libraries is imperative for the realization of library objectives and for effective technical management of indiscipline in libraries. This is built on the premise that where there is no discipline, there will be respect and harmony and the absence of harmony leads to chaos and the environment will no longer be conducive for learning and research. So to speak, the ability of the librarians to maintain discipline in libraries will create that state of decorum with which libraries are known for. Librarians as managers of libraries, if the services of the libraries are to be effectively delivered, there must be obedience, cooperation and recognition of authority as well as cordial relationship between librarians and users. When the librarians are fully in-charge, the users cooperate by freely choosing to control themselves for the good of the entire system as they see themselves as part but in the contrary, reverse is the case

Management on its own is effective management and mobilization of human and material resources in a particular system for the achievement of identified objectives. In the words of Mgbodile (2004), it is a social process that involves planning, organizing, directing, controlling and coordinating the efforts of the library users towards the realization of the library goals. To this end, library management refers to the process of creating favorable learning atmosphere in the library for optimal utilization by all users and for effective service delivery Robbins and David (2004) looked at management as it relates to libraries as the ability of a librarian to manipulate library staff, users and material resources in order to achieve its organisational goals and objectives

Since students of today will eventually turn leaders tomorrow and going by the axiom ‘stitch in time saves nine’ and knowing that indiscipline can spoil a student’s future, lead to lack of self-control, disrespect of authority figures, including parents and if left unabated will make them have no understanding of appropriate behaviour. It therefore becomes imperative for librarians working in university libraries as transformation agents to device new skills to managing this crop of students with a view to reforming them in character and learning as well as for the libraries to be optimally utilized for the purpose for which they were established. It is against this backdrop that this study became necessary as fathoming the skill training requirements of librarians in university libraries for management of indiscipline and to equip librarians in university libraries with desirable skills needed for management of indiscipline in libraries.

1.2. STATEMENT OF PROBLEM

The issue of students’ indiscipline in institutions of higher learning has become a global anti-social phenomenon, a cankerworm that has eaten too deep into the students’ moral upbringing and an act that is tearing institutions of higher learning apart. The situation has gotten to a level that one can say that certificates are no longer awarded on the ground of a student being found worthy in character and learning rather on the principle of ‘let my people go’. Students have become uncontrollable and highly disrespectful to: themselves, librarians, lecturers, school administrators, parents and to the society at large. Students portray different types of disruptive behaviors that even the sanctity of university libraries as a noiseless zone meant for research and reading desecrated. This

development has become a burning problem and issue of great concern for university libraries' management and librarians who are always at the receiving end as they negatively affect effective and efficient service delivery in these libraries. It is now a common scene in university libraries seeing students flaunting library rules and regulations with impunity, turning the library into a rendezvous where all sorts of immoral acts are carried out. This state of affairs is indeed militating against effective service delivery in university libraries and also toward the realization of earmarked objectives which aftermath will be producing good-for-thing graduates who will constitute nuisance in the society. It appears therefore that adequate steps have not been taken to put to rest this cankerworm as librarians are seen to be incapacitated on how to effectively manage the situation. Furthermore, inasmuch as many studies have been carried out on causes and effects of indiscipline among students, little or no attention has been paid to how students indiscipline could be managed more so in university libraries by librarians. All of these equally contributed to the fact that students come from different family backgrounds, economic status, cultures and values. Above all, there is dearth of literature in this aspect of knowledge in librarianship and this call for bridging of the gap.

It is after considering all the above factors as well as the negative impact of these misbehaviors and state of university libraries in Nigeria in the area of indiscipline management that the need was felt of carrying out a study as to establishing the skill training requirements of librarians in university libraries for management of indiscipline in libraries and strategies needed to equip librarian with these skills as to curbing this deviant behaviour using ten selected university libraries in Nigeria as case in-point.

1.3. Research Objective

The primary objective of this study was to ascertain skill training requirements of librarians in university libraries for management of indiscipline in libraries. The other was:

- i. To determine the strategies to be applied in equipping librarians with skills for management of indiscipline in university librarians

1.4. Research Question

This study was guided by two research questions:

- i. What library management skills for indiscipline do university librarians need to be trained on?
- ii. What strategies should be applied in equipping librarians in university libraries with skills for management of indiscipline in university libraries?

1.5. Hypotheses

The study was further guided by two postulated and tested null hypotheses at 0.05 level of significance:

H01: There is no significant difference between the mean responses of male and female librarians on skills librarians should acquire for management indiscipline in university libraries.

H02: There is no statistical significant difference between male and female librarians in university libraries on the strategies for equipping librarians with skills for management of indiscipline in university libraries.

2.0. LITERATURE REVIEW

2.1. Conceptual Overview

2.1.1. Skill and Conceptual skill

Despite the enormous interest in how skills have changed over time, how they are distributed, and how these trends and patterns compare with competing nations, there is surprisingly little agreement on what ‘skills’ actually refer to” (Felstead et al., 2002). Skill is a term variously defined as qualifications, broad skills (Payne 1999) or as part of an overall competency model (Spencer and Spencer 1993). Historically, the term ‘skill’ is used to refer to the manual craft worker and technologist (Ainely, 1993; Keep and Mayhew, 1999). According to the Further Education Unit (1982), the skill concept was widening to include the ability to perform a specific manipulative occupational task; manipulative dexterity and co-ordination; problem solving; everyday coping, interpersonal relationships; computer literacy and learning”.

Accounting Dictionary (2022) defines a skill as the learned ability to perform an action with determined results with good execution often within a given amount of time, energy, or both. Skills can often be divided into domain-general and domain-specific skills. For example, in the domain of work, some general skills would include time management, teamwork and leadership, self-motivation and others, whereas domain-specific skills would be used only for a certain job. Skill usually requires certain environmental stimuli and situations to assess the level of skill being shown and used. It is also understood as a special form of capability, with the connotation of a rather specific capability useful in a specialized situation or related to the use of a specialized asset (Sanchez et al., 1996). At the same time, core skills will be the fundamental skills required for doing the job, for example, a blue collar work core skill would be joinery, whereas skill supplements would include communication and team working skills. The core skills could be easily identifiable as they directly relate to doing the job, but skill supplements are vital for boosting productivity levels (Owens, 1987).

On the other hand, according to Indeed Editorial Team (2021) conceptual skills are abilities that allow an individual to understand complex situations to develop creative and successful solutions. In other words, it is a natural talent that addresses difficult scenarios with an innovative approach.

2.1.2 Training

According to Oxford English Dictionary (2004), training is the act of teaching a person or animal a particular skill or type of behaviour through regular practice and instruction. Armstrong (1996) posits that training usually refers to learning a specific task or job, the skills and behaviours of which are specifically defined, whereas development is an ongoing process involving changing people. This implies that training is more of a mechanistic process, which is job-centered; while, development involves educating the workforce, which is person-centered (Fryer, 2004). It is important to note this distinction in order not to use the terms interchangeably resulting in confusion of what is actually meant. It follows that combination of both training and development is essential to attain the required skills to do the job. At the craft level, jobs lean more

towards training to perform specific tasks, whereas managerial level positions are more of a development process for changing behaviour.

2.1.3. Discipline/Indiscipline

Different authors have defined discipline in various terms. Adesina (1980), says that discipline is to teach the students manners on how show respect to school authorities, to observe the school laws and regulations and to maintain an established standard of behaviour. From this definition the school has a primordial role to play in instilling discipline into their students. Therefore school administrators and teachers should enforce acceptable behaviour in their students. Egwunyenga (1994) defined discipline as the training that enables an individual to develop an orderly conduct and self-control as well as direction. Peretomode (1995) maintains that discipline involves the ability to have self-control, restraint, respect for self and respect for others. Discipline according to Abubakar (2000) is the ability and willingness to do what one ought to do without external control. Hence one can say discipline is internally motivated within the individual and depends on the state of mind of an individual. It is voluntary and an individual deliberately makes efforts to conform to an established code of conduct. However, Aguba (2009) while emphasizing Douglas McGregor's theory x, maintained that discipline is externally induced in individuals who do not succumb to established rules and regulations out of personal volition but out of fear of punishment or sanction. Rosen (1997) sees discipline as a branch of knowledge, training that develops self-control, character, orderliness or efficiency, strict control to enforce obedience and treatment that controls or punishes and as a system of rules. According to Slee (1995), discipline involves teaching and self-control. The United States department of Education (1993) in Rosen (1997) acknowledges that maintaining a disciplined environment conducive for learning requires an ethics of caring that shapes staff student's relations. The public presumes that schools are the preferred environment to transform productive and useful citizens of any nations. Agbenyega (2006) retains that decent discipline is one of the key attributes of effective schools and most school which experienced frequent deviant students' behaviour have been blamed on lack of effective implementation of school rules and regulations for discipline to reign in school. One can say that discipline comes through effective management of an organisation. Indiscipline

on the other hand is any act that diverges from the acceptable societal norms and values. It is a violation of school rules and regulations which is capable of obstructing the smooth and orderly functioning of the school system (Edem, 1982). An undisciplined child is an uncontrollable child and can do any damage in school when he does not get what he wants (Asiyai, 2012).

2.1.4. University Library

The library on her part is the nerve centre of academic activities in universities. It is a depository of knowledge with varied and useful information in numerous formats. Like every other library, the core functions of university libraries are; acquisition, cataloguing, circulation, serial control, interlibrary loan and management and delivery of information in both traditional and electronic format. They assist in achieving the goals and objectives of their parent institutions through the provision of current and relevant information resources that are necessary for sustaining the learning, teaching, research, other functions and activities within the institutions (Onwubiko, 2020). In line with this, Vickus and Metsar (2004) posit that the library is a place where different social policies, theories and ideologies are met and a space to study different arts and cultures provided. In order to achieve these, the library acquires and manages resources which include material and human resources.

2.2. Theoretical Framework

As noted, every school administrator requires a good measure of discipline in his school. Students' indiscipline is instigating a menace in all parts of the world in relation to children's affairs. In some parts of the United Kingdom, the rates of absenteeism, vandalism and delinquency are above average. Cases of high incidence of drug and drug related crimes in some parts of Britain are described as 'no-go areas' (Ken Reid, 2000). In Chicago, New York, Washington and Detroit pupil's violence in high truancy schools is rife; for example school-based robberies, vandalism, extortion and insolence to staff (Ken Reid, 2000).

In Ghana, Danso (2010) decried the high rates of indiscipline and lawlessness in educational institutions. He observed that not a single day passes without a report of an act of indiscipline perpetrated by teenagers of primary and secondary schools. He

lamented over the causes of drug abuse, rape, armed robbery, abortion and even murder in the educational institutions. Meaningful teaching and learning geared towards the attainment of school goals is unattainable if the teachers and students are not disciplined. Aguba (2009) noted that discipline is needed to produce a breed of well cultivated youths who will develop not only respect for themselves but also for others in the school and society.

Coming to Nigeria, the school system is currently disturbed with all manner of indiscipline such as noise making, fighting truancy, quarreling, stealing, lying, cultism, rape, slandering, loitering, refusal to do assigned task, assault, absenteeism, wearing of indecent clothes among others (Ikechukwu-Ilomuanya, 2012). As noted by Bhavika (2016), students' indiscipline is a burning problem and issue of great concern for teachers and policy makers describing it as a behavioral disorder like stealing, abusive language, dishonesty, lying which can cause physical damage to school or home property and also can cause mental and emotional stress.

On the issue of training and skills, there are evidences to suggest that training and accordingly better skills result in improved productivity levels. For example, Naoum and Hackman (1996) found that lack of experience and training among the top three factors reducing productivity. Rojas and Aramvareekul (2003) confirmed that improving training programs were among the top factors for improving labour productivity. Furthermore, the Institute of Management and Administration (2003) considered both incompetent managers and the lack of qualified trained workforce to be amongst the top five factors affecting productivity. At the same time, variations in productivity figures at the industry, firm/project, and operational levels suggests that there is a considerable potential for improvement. Then, it is not clear how exactly influencing skills through training and development could contribute to realizing this potential. Campbell (1988) explained that training and development can influence performance, but the effects are several steps removed from productivity, while some studies have pointed direction to the importance of certain skills, for instance. Dainty et al. (2003) identified team building and leadership amongst the important skills for project managers; it still remains unclear to quantify the productivity gains realized

from training and development towards acquiring these skills. This demonstrates that the impact of skills in relation to different productivity levels (hierarchy) varies from the macro-level down to the micro-level. It is envisaged that the influence of skills materialize at the activity level, where the composition of core and supplement skills become more visible, thus the relevance of training and development becomes more apparent. Alriktsen and Forsund (1990) explained that a micro-level analysis of any industry is essential to provide an explanation of lower productivity levels at the macro-level. At the macro-level, skill proxies (qualifications) are used, which may not represent the elements of skills required at the micro-level in order to perform the job productively. Given the expanding nature of skills, Keep and Mayhew (1999) refer to the current vocational and educational training (VET) structure as failing to accommodate for these new skills. This could represent a considerable obstacle for productivity as certain skills may be blocked and not attainable by the workforce. In that respect, Ford (1990) view skill formation as an emerging holistic concept that embraces and integrates formal education, induction, continuous on-the-job learning, recurrent off-the-job learning and personal development, is necessary for identifying opportunities for productivity gains. However, the core of the problem is that improvement in productivity at the macro-level might not be superimposed on the whole construction industry due to its very nature of being highly fragmented.

At the same time, there has to be consistency between the meaning of training and its mode of delivery, and not regarding all training as involving lectures and classroom learning. This is important as different modes of training have an implication in terms of productivity. For example, Zwick (2002) mentioned that on-job training and participation at seminars or talks do not have an impact on productivity at the firm level. He added that the highest productivity impact can be obtained by more structural approaches, like formal internal and external training courses.

3.0. METHODOLOGY

The study adopted a descriptive survey design with a sampled population of 98 librarians purposively selected from ten public universities libraries (Alex Ekwueme Federal University Library, Ikwo, Ebonyi State, Abia State University Library, Uturu

Federal University of Technology Library, Minna, IBB University Library, Lakpai, Niger State, University of Abuja Library, Abuja, University of Ibadan Library, University of Lagos Library, Akoka, Lagos, Ahmadu Bello University Library, Zaria, University of Benin Library and University of Nigeria, Nsukka) in Nigeria. The sampled population comprised of 49 male and 49 female librarians with each university library having 10 respondents with exception of Alex Ekwueme Federal University library that had only 8 respondents.

The major instrument used in collecting data for the study was a modified four point Likert scale of Strongly Agree; Agree, Disagree and Strongly disagree questionnaire titled: Management of Indiscipline in University Libraries Questionnaire (MIULO) prepared by the researcher. The instrument was made of two parts with part one being on bio-data and two 15 items on skills librarians should possess for management of indiscipline university library and strategies for equipping librarians for management of indiscipline in university libraries. The maximum point for any positive response was 4 while the minimum was 1 for negative response. The benchmark for determining whether a respondent sees any item as librarians' skills for management of discipline in university library as high or low was 2.50. Any factor value from the benchmark of 2.50 and above was accepted as high while below the benchmark was assumed as low. In that case, respondents were expected to tick a point on the scale that agrees with the level of his or her perception.

The instrument was validated by two professionals in Measurement and Evaluation and Guidance and Counseling Units of Abia State University, Uturu, Nigeria while Cronbach Alpha was used to test the reliability and a reliability of 0.79 was obtained. The data collected in line with the research questions were analyzed using mean whereas the two hypotheses were tested using t-test statistic.

4.0. Presentation and Analysis of Data

Data collected were presented and analyzed in line with research objectives guided by the research questions and hypotheses

Table 1: Mean rating of librarians on competency skills and strategies for management of indiscipline in university libraries

Items	SA		A		DA		SDA		Mean Scores	Mean Rating
	F	%	F	%	F	%	F	%		
Ensuring that physical conditions of the library are conducive	89	90.8	9	9.2	*	*	*	*	3.8	High
Ensuring good sitting arrangement of users in the library	81	82.7	17	17.3	*	*	*	*	3.7	High
Being firm, yet friendly and supportive to the users	60	61.2	19	19.4	19	19.4	*	*	3.3	High
Ensuring that you do not give verbal or physical assault to users	76	77.6	22	22.4	*	*	*	*	3.75	High
Encouraging the users on the need to excel academically	84	85.7	14	14.3	*	*	*	*	3.83	High
Ability to communicate fluently	60	61.2	38	37.8	*	*	*	*	3.5	High
Helping users to realize the										

importance of their individual civil roles	49	50	24	24.5	25	25.5	*	*	3.10	High
Ensuring the cooperation and full contribution of every user with pleasure and understanding in a cordial atmosphere	74	75.5	17	17.3	7	7.2	*	*	*	3.65
Ability to ensure that no time is wasted	64	65.3	34	34.7	*	*	*	*	*	3.6
Possession of conceptual skills	84	85.7	14	14.3	*	*	*	*	3.75	High
Ability to carefully prepare and master information needs of users and the good use of reference methods	88	89.8	10	1.2	*	*	*	*	3.85	High
Ensuring the development of good human qualities such as honesty and self-control in the users	80	81,6	13	13.3	5	3.1	*	*	3.74	High
Having healthy										

relationship with all library users and acting fairly to all users irrespective of behavior exhibited	70	71.4	8	8.2	20	29.4	*	*	3.5	High
Seeing and treating every user same.	70	71.4	28	28.6	*	*	*	*	3.6	High
Being active in attending to users	74	75	16	16.3	8	8.7	*	*	3.64	High
Involving the users in role modeling	49	50	29	29.6	10	10.2	10	10.2	3.15	High

*Key: SA=Strongly Agree, A=Agree, DA=Disagree, SDA=Strongly Disagree

*Benchmark=2.50

The data as displayed in table 1 above showed respondents' responses in respect of librarians' skill requirements and strategies for management of indiscipline in university libraries in Nigeria and beyond. From the available data as analyzed indicated that all the 16 items in the table were above the benchmark of 2.50. As can be seen, the mean ratings range from 3.10 to 3.90 which was a mark of acceptability of all the items as skills and strategies to be acquired and applied by librarians working in university libraries in Nigeria for management of indiscipline in libraries.

Table 2: Summary of t-test on gender responses on the skill requirements for librarians for management of indiscipline in university libraries

Gender	N	Mean	SD	df	t-Cal	t-Crit
Male Librarians	49	70.54	22.68	147	-3.15	1.95
Female Librarians	49	68.76	25.60			

The data in table 2 above is a summarized t-test result of male and female librarians' responses on skill requirements for librarians for management of indiscipline in university libraries. The data indicate that with a mean of 70.54 and 68.76 and SD of 22.68 and 25.60 respectively for male and female respondents, t-calculated -3.15 is less than t-critical 1.95. This shows that there is no significant difference between males and female responses on the skill requirements of librarians for management of indiscipline in university libraries. The decision rule states that when t-value (t-calculated) is greater than t-critical, the hypothesis should be rejected but when otherwise, the null hypothesis should be accepted. It is on this ground that null hypothesis-1 which states that 'there is no significant different between male and female responses on skill requirements of librarians for management of indiscipline in university libraries' was upheld.

Table 3: Summary of t-test on responses on the strategies for equipping librarians with skills for management of indiscipline in university libraries

Gender	N	Mean	SD	df	t-Cal	t-Crit
Male Librarians	49	20	30.17	47	0.33	1.95
Female Librarians	49	21	46.16			

Table 3 is a summary of data collected and tested in respect of research question two and hypothesis two. The data in nutshell showed that the t-Value is less than the t-Critical. This indicates that both male and female respondent agree of the strategies for equipping librarians with skills for management of indiscipline in university libraries. To this end and going by the decision rule as explained under table 2, the second null hypothesis which states that ;there is no significant difference between male and female responses on the strategies for equipping librarians with skills for management of indiscipline in university libraries' is hereby accepted

5.0. DISCUSSION OF RESULTS

The research findings did reveal that librarians in university libraries in Nigeria should be equipped with certain skills and apply needed strategies for management of indiscipline in university libraries (see table 1). The available evidence as indicated in the mentioned table show that librarians in university libraries mean rating of the skills

and strategies were high an indication that they accepted that librarians should acquire all the skills as listed. The result is conformity with that of Chukwu (2012) and Nwachukwu-Ikomuanya (2015) who advocated that workers should possess social skills, abilities and attitude essential for effective service delivery and noted that developing meaningful solution to nagging problems of staff stress in any set-up will bring about radical change in human attitude and behavior thereby paving way for the staff to stand the taste of time. The outcome is also in consonance with the Naoum and Hackman (1996) finding that lack of experience and training were among the top three factors reducing productivity and Rojas and Aramvareekul (2003) who confirmed that improving training programs were among the top factors for improving labour productivity.

The study further discovered that non discrepancy on the area of gender in agreeing on the skill requirements of librarians for management of indiscipline in university libraries. As indicated in table 2, there was no significant difference between male and female respondents on skill requirements of librarians working in university libraries for management of indiscipline. This outcome correlates with that of Chukwu (2012) and Ugwuoke (2015) (though in different field) who found no significance mean difference in the grand mean rating of male and female Economics teachers on the competency needs for effective implementation of Economics curriculum. The outcome is also a confirmation of the fact that librarians in generally believe that indiscipline inhibits effective library services delivery in university libraries therefore the need for librarians to acquire desired skills for management of indiscipline in university libraries. The position of librarians to this anti-social behavior is on the fact that meaningful teaching and learning geared towards the attainment of school goals is unattainable if the students are not disciplined. Aguba (2009) noted that discipline is needed to produce a breed of well cultivated youths who will develop not only respect for themselves but also for others in the school and society.

Furtherance, the result of this study shows that both male and female librarians working in university libraries agree on the strategies for equipping librarians for management of indiscipline in university libraries in Nigeria. The respondents agreed to the fact that

librarians should be trained to acquire conceptual skills as with it, they will be innovative and creative in thinking. In these situations, conceptual skills are the most beneficial to the libraries. A conceptual librarian can think through his or her ideas, transforming thoughts into action-driven solutions. The outcome of this study affirms to Ashworth (2000) who recognizes this characteristic of training when mentioning that “the emphasis at building craft level is now only training specific, with little attention or attempt paid towards any aspects of education. This provides a level of skill but outside of a framework or context”. He added that “there is a need to revitalize the image through better education and training. It also supports Zwick (2002) assertion that on-job training and participation at seminars or talks do not have an impact on productivity level. He added that the highest productivity impact can be obtained by more structural approaches, like formal internal and external training courses.

5.1. CONCLUSION AND RECOMMENDATIONS

The worth of university library as the nerve centre of academic activities in the university is the ability to provide and satisfy the information needs of all users in an environment divulged of any distraction. In this case, the determinant to realizing this purpose is the crop of librarians who work in this library. The ability of any librarian on duty to be fully in-charge depends on the posed skills and human relations. The outcome of this study is prove to the above assertion as it did reveal that for librarians to effectively manage indiscipline in university libraries, they need to be equipped with required skills and apply result oriented strategies (see table 1). There is no doubting the fact that university librarians with required skills for management of indiscipline exhibited users in libraries will be playing prominent role in transforming students which will indirectly lead to national growth and development and by extension better society. It is this ground that the following recommendation are made:

- It is true that the issue of research boiled down to students, but an undisciplined librarian cannot talk of discipline let alone managing indiscipline in the university library. To this end, the war against indiscipline in university libraries should begin with the librarians noting that one can only go to equity with clean hands. It is on record that good number of librarians in university libraries lack manners and are so

bossy thereby show no commitment to their responsibilities as librarians. The implication of all that is said is that librarians should be talked into good behaviors while on duty by library management through orientation and regular meetings and they should be meant to understand that they are social workers that must be guided by the principles of good human relations with deviants punished accordingly.

- As a follow up to the above, librarians working in university libraries should by every standard be role models to be looked upon by the users as well as mentors to all users bearing in mind that ‘the right word to a user can change him or her to a better person. Equity and fairness should be there watchwords.
- Universities and university libraries managements should collaboratively encourage librarians into seeing on-the-job training as a continuum for knowledge updating and skill acquisitions therefore should be made mandatory for all to undergo trainings at interval to acquire required skills in line with the trends and challenges. In this context, librarians should be sponsored to undergo psychological trainings through which they will acquire conceptual skills as with them; they will be innovative and creative in thinking as to effectively manage indiscipline in university libraries.
- Come to think of it, librarians in universities libraries should not always wait for government sponsored on-the-job training in the form of seminars, workshops and conferences after all, Zwick (2002) asserts that participation at seminars or talks do not have an impact on productivity rather through formal internal and external training courses. To this end, librarians should utilize numerous free online training courses in psychology and get themselves equipped with skills required for management of indiscipline
- Librarians should inculcate all the strategies and equip themselves with the skills as agreed upon in table 1 for effective control of library users bearing in mind the human differences and their impact on users’ attitude.
- For all round monitoring of users’ behaviors in university libraries, Managements with the support of federal government through funding should install CCTV in all the nocks and crannies of university libraries.

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STRATEGY EXECUTION: TRANSLATING STRATEGIC VISION INTO TANGIBLE SUCCESS

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ABSTRACT

The process of transforming strategic vision into actual, measurable success – commonly known as strategy execution – is a multifaceted and intricate endeavour that merits in-depth exploration. This research endeavours to provide a comprehensive examination of the dynamics and components of effective strategy execution within the context of a rapidly evolving global business environment. The paper extends the scope of the Resource-Based View (RBV), integrating leadership, organisational culture, and operational alignment as indispensable elements of strategy execution. The pivotal role of strategic communication and stakeholder engagement, with Microsoft's transformation serving as a demonstrative case study, is elucidated. The impact of disruptive technologies and innovation on strategy execution is underscored through an examination of Amazon's customer-centric strategy. Furthermore, the research investigates the unique nuances of strategy execution in the Indian context, with a particular focus on the telecom giant, Reliance Jio. The overarching aim of this paper is to shed light on the complex interplay of elements involved in translating strategic vision into tangible success and to provide a directional roadmap for future research in this domain.

Keywords: Strategy Execution, Strategic Vision, Tangible Success, Global Scenario, Leadership, Organisational Culture, Resource Allocation, Operational Alignment.

1. INTRODUCTION

The critical and intricate journey of morphing a strategic vision into palpable, quantifiable accomplishments, colloquially known as strategy execution, is a multifarious enterprise that warrants meticulous scrutiny. It is a ubiquitous belief in the

realm of strategic management that an eloquently formulated strategy is a mere chimera without effective execution. This research endeavours to dissect the convoluted dynamics and components that undergird efficacious strategy execution, set against the backdrop of a rapidly mutating global business milieu.

Building on the cornerstone of the Resource-Based View (RBV), this study unfolds additional layers of strategy execution, asserting the indispensable roles of leadership, organisational culture, and the harmonisation of operations. The Microsoft case serves as a revelatory demonstration of strategic communication and stakeholder engagement's pivotal role in the strategy execution matrix. The discourse further extends to underscore the profound influence of disruptive technologies and innovation, with Amazon's customer-centric strategy as a prime illustrative example.

This study also embarks on an exploratory journey into the nuances of strategy execution within the vibrant and diverse Indian context. A microcosm of this context is the telecom behemoth, Reliance Jio, which provides invaluable insights into the unique challenges and triumphs of strategy execution in the Indian milieu.

This scholarly pursuit aims to illuminate the labyrinthine interplay of elements involved in translating strategic vision into tangible achievements. It seeks to enrich our collective understanding of strategy execution and lay the foundation for a promising pathway for future research in this dynamic domain.

2. LITERATURE REVIEW

The scholarly conversation around the complex journey of transmuting strategic vision into quantifiable success—a process more commonly referred to as strategy execution—presents a rich tapestry of insights. Rooted in the seminal Resource-Based View (RBV), the discourse around strategy execution has extended its tendrils into various facets of organisational functioning. The indelible imprints of leadership, organisational culture, and the congruence of operations on strategy execution have been discussed, dissected, and deliberated at length within the academic circles (Barney, 1991; Prahalad & Hamel, 1990; Peteraf, 1993).

This scholarly investigation is further enriched by a deep dive into the critical role of strategic communication and stakeholder engagement in strategy execution, illuminated

by the transformative journey of Microsoft. Adding another layer to this intricate study is an examination of the profound influence of disruptive technologies and relentless innovation on strategy execution. Amazon's success story serves as a compelling demonstration of this dynamic relationship.

While the literature provides robust analyses and insights into various aspects of strategy execution, the specific nuances of the process in diverse socio-cultural contexts, such as India, remain relatively uncharted territories. This investigation expands the scholarly conversation to this vibrant context, focusing on the telecom titan, Reliance Jio, to glean valuable insights.

3. Research Approach and Methodology

The methodological underpinnings of this study involve a triangulated approach, incorporating both qualitative and quantitative research techniques. The former is used to garner a deep understanding of the context-specific, multi-dimensional aspects of strategy execution, while the latter is employed to measure the impact of various facets of strategy execution.

Case studies form an integral part of the qualitative approach, providing rich, context-specific insights into the process of strategy execution. The case studies of Microsoft, Amazon, and Reliance Jio have been used to substantiate and illustrate the theoretical arguments presented. On the other hand, a quantitative approach has been adopted to gather empirical evidence supporting the hypotheses derived from the RBV and other related theories. Statistical methods such as regression analysis have been employed to analyse the data and establish relationships between variables.

Moreover, this investigation takes a longitudinal approach, examining the evolution of strategy execution practices and their impact over time. It also adopts a comparative perspective, juxtaposing the global and Indian contexts to enrich the understanding of strategy execution.

In sum, this methodological approach's breadth and depth allow for a nuanced understanding of strategy execution, enriching the ongoing scholarly conversation on the topic.

4. Organisational Leadership and Strategy Execution

An effective leadership cadre forms the lifeblood of a successful strategy execution, serving as the navigational beacon illuminating the organisational journey towards strategic objectives. Leaders, donning the mantle of transformation, are tasked with the critical responsibilities of creating an inspiring strategic vision, ensuring alignment of organisational resources, nurturing a conducive culture, and leading from the front in the execution of strategies. An example that perfectly encapsulates this dynamic is the revitalising leadership of Satya Nadella at Microsoft. Nadella's transformational leadership forged a radical cultural metamorphosis within the organisation, driving the successful execution of Microsoft's 'Mobile-First, Cloud-First' strategy (Nadella, 2017).

5. Organisational Culture and Strategy Execution

The organisational culture, being a melange of shared values, beliefs, and norms, wields substantial influence over the execution of strategy. A synergistic alignment between the organisational culture and strategic vision can bolster the effectiveness of strategy execution by fostering an environment conducive to the realisation of strategic goals. Netflix stands as a potent exemplar of this dynamic. Its unique 'Freedom and Responsibility' culture, steeped in principles of empowerment and accountability (McCord, 2014), has been a pivotal force in executing its customer-centric strategy, vividly demonstrating the deep-seated interconnection between organisational culture and strategy execution.

6. Strategic Resource Allocation

The judicious allocation and deployment of organisational resources, both tangible and intangible, lies at the heart of successful strategy execution. This critical aspect, derived from the Resource-Based View (RBV), proposes that a firm's sustainable competitive advantage is rooted in its capability to exploit its unique resources effectively (Wernerfelt, 1984). Amazon, a titan in the e-commerce arena, exemplifies this proposition. Through its strategic deployment of technological resources and relentless focus on customer-centricity, Amazon has successfully translated its strategy into a palpable reality, thereby cementing its unparalleled dominance in the e-commerce domain (Bezos, 2016).

In the forthcoming sections, the discourse will delve into the pivotal role of innovation, technology, and organisational agility in the execution of strategy, as well as exploring the unique contours of strategy execution within the vibrant Indian context. Additionally, the investigation will probe into emerging trends in the field of strategy execution and speculate on future trajectories.

7. Innovation, Technology and Strategy Execution:

In the present era, punctuated by rapid technological advancements and disruptive innovations, these elements have come to play an increasingly salient role in strategy execution. Innovations can fuel organisational agility, empower firms to adapt to shifting market dynamics, and provide competitive advantage – thereby facilitating the execution of strategic objectives. Correspondingly, technology acts as an enabler, streamlining processes, facilitating communication, and augmenting organisational capabilities. The e-commerce titan, Amazon, manifests this symbiotic relationship between innovation, technology, and strategy execution. Amazon's relentless pursuit of innovation, coupled with its adept deployment of technological capabilities, has enabled it to execute its customer-centric strategy with aplomb, thereby securing its indomitable market position (Bezos, 2016).

8. Innovation, Technology and Strategy Execution: Corporate Social Responsibility (CSR) and Strategy Execution

In today's globalised business environment, organisations are increasingly recognising the significance of Corporate Social Responsibility (CSR) as an integral component of their strategies. With escalating societal expectations for ethical conduct, environmental stewardship, and community development, CSR activities can significantly enhance brand reputation, customer loyalty, and stakeholder engagement - all of which are critical facets of strategy execution. Unilever, with its Sustainable Living Plan, provides a compelling example of how CSR can be embedded into the heart of business strategy and executed to drive both business and societal value (Polman & Bhalla, 2020).

9. Innovation, Technology and Strategy Execution: Strategic Communication and Stakeholder Engagement

Strategic communication and stakeholder engagement play pivotal roles in executing strategies. Effective communication ensures the strategic vision is disseminated throughout the organisation, promoting alignment, motivation, and collaboration. Simultaneously, robust stakeholder engagement facilitates the understanding of diverse perspectives, garnering support for the strategy, and forging synergistic relationships. The transformation of Microsoft under Satya Nadella's leadership exemplifies these elements, where clear communication of the strategic vision and strong engagement with internal and external stakeholders were key to the successful execution of Microsoft's 'Mobile-First, Cloud-First' strategy (Nadella, 2017).

10. Indian Context of Strategy Execution

The Indian business landscape, with its distinctive socio-cultural characteristics, regulatory frameworks, and market dynamics, offers a unique canvas for strategy execution. Within this context, the telecom colossus, Reliance Jio, provides a compelling case study. Jio's disruptive entry into the Indian telecom market and its rapid ascent to the apex of the industry provides valuable insights into strategy execution within the Indian context. By leveraging its extensive resource base, harnessing technology and innovation, and successfully navigating the regulatory landscape, Jio has transformed its strategic vision of digital inclusivity into a tangible reality, thereby revolutionising the Indian telecom industry (Kalanick, 2015).

11. Strategy Execution and Organisational Agility

In an era marked by persistent change and unpredictable dynamics, organisational agility has emerged as a key component in the execution of strategy. Agile organisations are characterised by their ability to rapidly adapt to changes, swiftly exploit opportunities, and innovate incessantly, thereby ensuring strategic objectives are achieved despite the volatility of their operating environment. The successful turnaround of the software company Adobe from a licensing-based business model to a cloud-based subscription model exemplifies the critical role of organisational agility in strategy execution. Adobe's strategic metamorphosis, driven by the agility to adapt to changing market

dynamics and technological advancements, has seen it secure its dominance in the digital media industry (Narayan, 2013).

12. Data Analytics and Strategy Execution

With the exponential growth of available data, data analytics has emerged as a pivotal tool in strategy execution. By transforming raw data into actionable insights, data analytics empowers organisations to make evidence-based decisions, predict trends, optimise processes, and thereby ensure the successful execution of strategy. A case in point is Netflix, which leverages data analytics to drive its customer-centric strategy. By analysing customer viewing patterns, preferences, and behaviours, Netflix has been able to personalise the user experience, guide its content production strategy, and thereby execute its strategy successfully (Hastings, 2020).

13. Continued Research and Future Implications

This discourse underscores the multifaceted and dynamic nature of strategy execution, necessitating continued scholarly investigation in this field. As the global business landscape continues to evolve at an accelerated pace, future research could delve deeper into emerging phenomena such as the role of artificial intelligence in strategy execution, the impact of geopolitical dynamics on global strategy execution, and the significance of emotional intelligence in strategic leadership.

In essence, this exploration of strategy execution has sought to unravel the intricate tapestry of factors involved in translating strategic vision into tangible success. By shedding light on the myriad elements at play, it is hoped that this investigation will stimulate further academic conversation in the domain of strategy execution, providing a roadmap for organisations navigating the complex waters of the global business environment.

14. CONCLUSION

Looking ahead, the field of strategy execution is poised for further evolution. Increasing globalisation, escalating societal expectations, and rapid advancements in technology will continue to shape and reshape the landscape of strategy execution. Consequently, future research could explore the impact of these evolving dynamics on strategy

execution, thereby enhancing our collective understanding of this critical organisational process.

In conclusion, this investigation has endeavoured to shed light on the intricate interplay of various elements involved in translating strategic vision into tangible success. It is anticipated that this exploration will stimulate further scholarly dialogue in the domain of strategy execution, thereby guiding organisations in their ongoing quest to navigate the uncharted waters of the future with strategic finesse and dexterity.

15. CONFLICT OF INTEREST

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

16. ACKNOWLEDGEMENT

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**STAFF MOTIVATION AS A CATALYST FOR EFFECTIVE PERFORMANCE
IN THE LIBRARY: A CASE STUDY OF FEDERAL UNIVERSITY DUTSINMA**

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INTRODUCTION

The organization and services of university libraries vary from one university to the other, while some university libraries are well organized. It is not uncommon to find only one professional librarian working in a university library. In some university libraries, the collections are of a high standard, while in others, most of the collections are out-dated. Thus any action or condition which yields satisfaction is more likely to be dependent than another action or condition brings dissatisfaction particularly to the staffs and users

LITERATURE REVIEW

Bello, (1991), stated that job satisfaction is the good feeling that workers have about their job. When a worker is not satisfied with his work he is likely to be less productive. Cunnigham, (2000), indicated that, employees are satisfied for their jobs only when they are trained based staff. He further stated that, training and development are the fundamental ways that help the organization to achieve its success. Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities.

Performance refers to psychological forces that determine the direction of a person, behavior to word his performance (Brain, 2005. Armstrong (2001) defined performance as something that sustains people's desire to work effectively and efficiently. Performance in an organization can be regard as the process of identifying how to get beat of subordinates by understanding their immediate needs. In view of above concepts, performance in academic libraries can be seen as the totality of the activities

of an individual which initiate, sustain and direct the behavior of staff in response to a situation in the libraries environment.

1.2 Statement of the Problem

The use of academic library as well as their efficient and effective performance depends very much on the attitudes to work of staff of the library. Right attitude to work could be achieved only if the workers are satisfied with their work. However, when they drive sufficient satisfaction from the job, the production is more likely to be enhanced Celliot (2017). It has been observed that, library of Federal University Dutsinma (FUDMA) do not appear to be happy with their work. Their frequent calls for recognition suggest that they are dissatisfied with some aspects of their job, which could be as a result of poor performance. These could only be achieved when the staffs are trained and that the sometime motivated and satisfied for the job. Absence of the performance leads them to provide insufficient services.

Research Objectives

1. To identify whether librarians are motivated in Federal University Dutsinma
2. To find out the affective performance of staff in the library under study
3. To identified the extent with which the library staff been satisfied with their job in the library under study

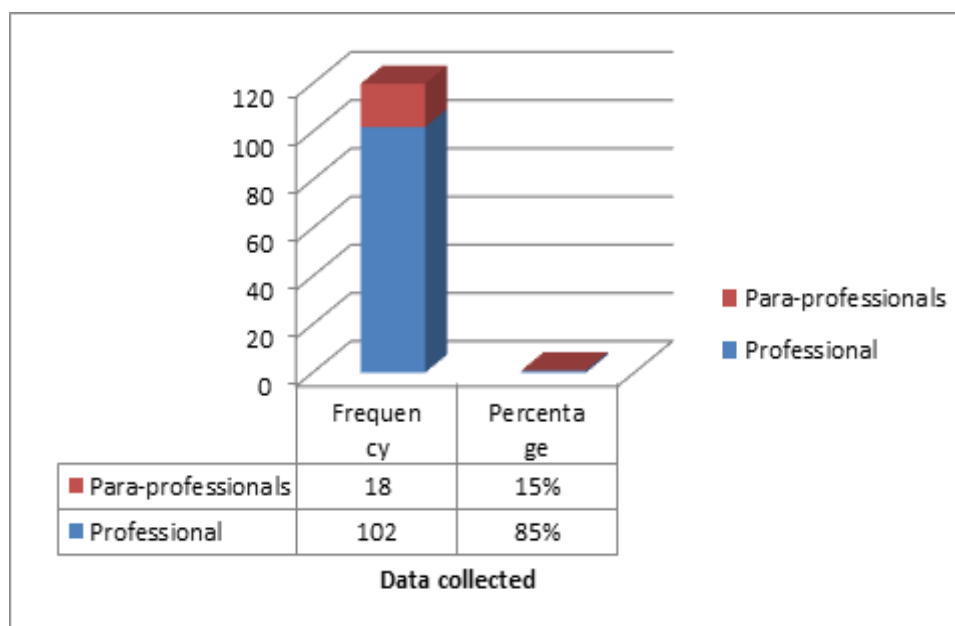
3.3 Population of the Study

The population of the study comprised professional and non-professional staff Librarians working at the federal University Dutsin-Ma are 125. Out of the population 105 are professional librarians, while 20 are Para-professionals; therefore, since the population is not too large the researcher will take the whole population that is 125

DATA ANALYSIS

Based on one hundred and twenty five 125 copies of the questionnaires that were distributed out of which one hundred and twenty 120 copies were duly completed, returned , examined and found worth for data analysis and this represent response rate, while only 5 were not returned.

Staff	Frequency	Percentage
Professional	102	85%
Para-professionals	18	15%
Total	120	100%



From the table above 102 respondent representing 85% is professional Staff, 18 respondents representing 15% are non-professional staff.

Data Analysis and Discussion

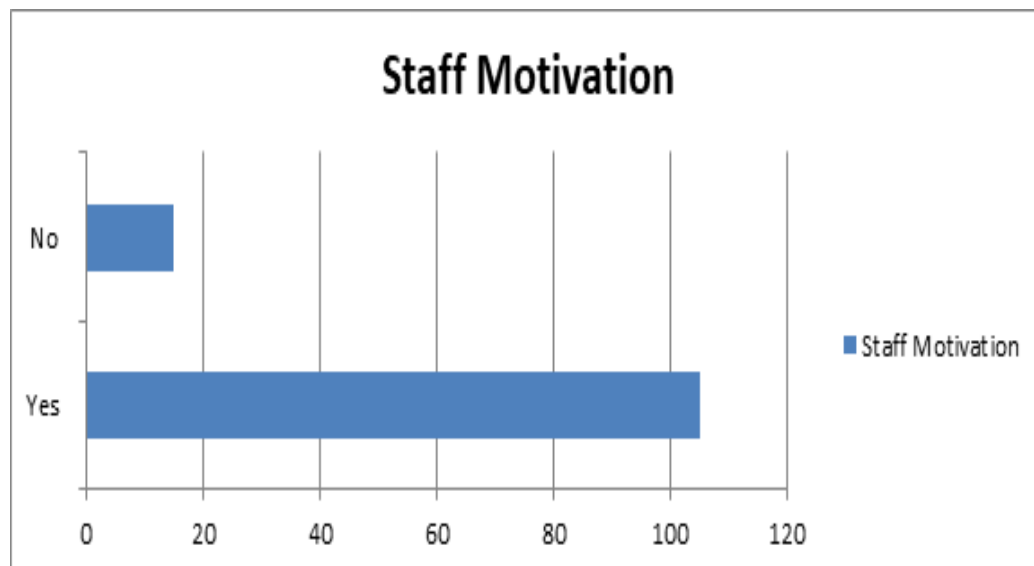
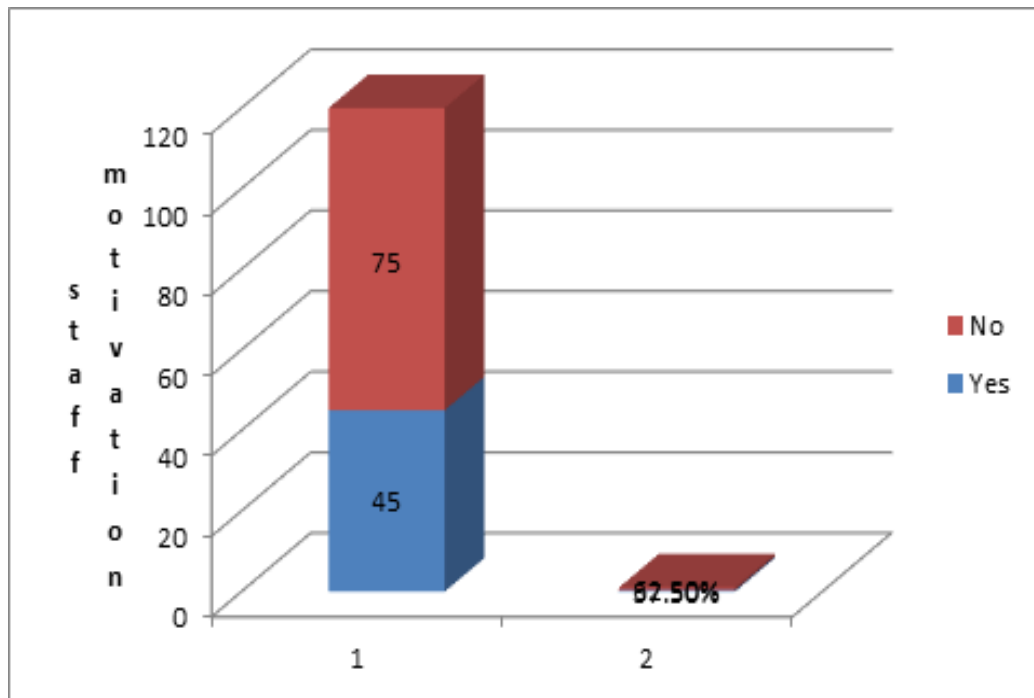
Library staffs motivation

Options	No. of Respondent	% of Respondent
Yes	45	37.5%
No	75	62.5%
Total	120	100%

From the above table 45 respondents representing 37.5% agreed that, library staffs of Federal University Dutsin-ma are really motivated, while 62 5 respondents representing 62.5% disagreed with the statement above. This implied that the staffs of the university

library are not motivated to carry their assignment; therefore, the library management needs to take measures in motivating their staff in order to discharge their duty efficiently

Library Staffs Motivation

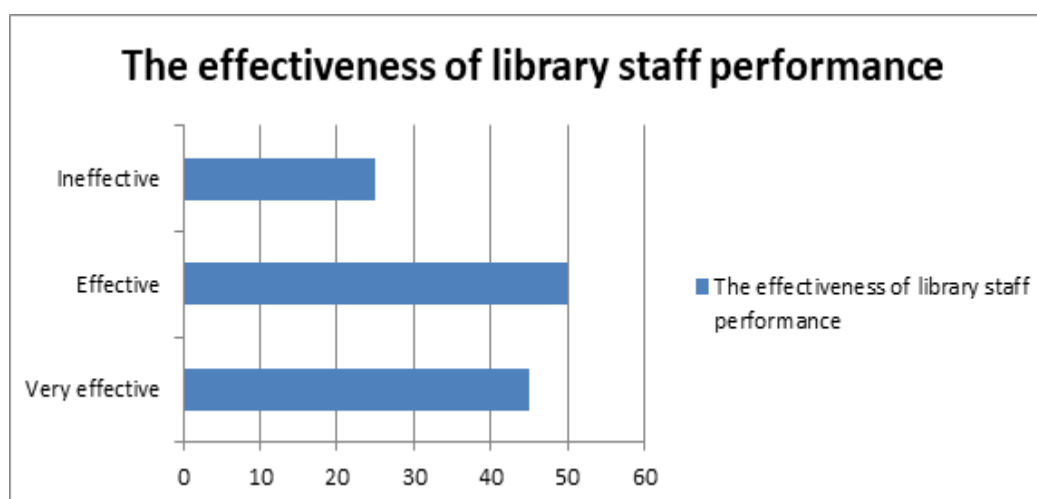


The effectiveness of library staff performance

Variables	No. of Respondent	% of Respondent
Very effective	45	37.5%
Effective	50	41.7%
Ineffective	25	20.8%
Total	120	100%

From the above table 45 respondents representing 37.5% say the level of effectiveness of library staff performance is very effective, 50 respondents representing 41.7% say effective, while 25 respondents representing 20.8% say ineffective.

Fig. effectiveness of library staff performance

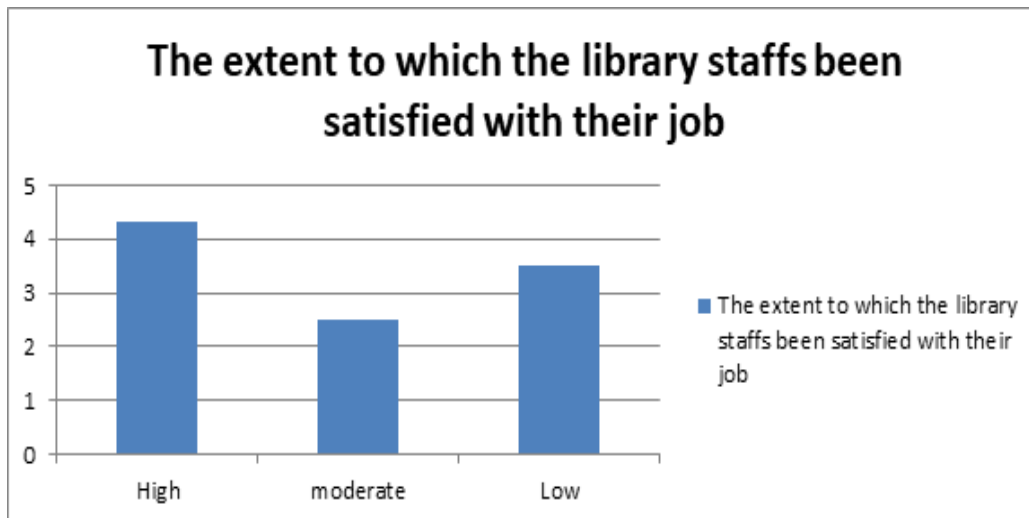


The extent to which the library staffs been satisfied with their job

Variables	No. of Respondent	% of Respondent
High	80	66.7%
Moderate	20	16.7%
Low	20	16.7%
Total	120	100%

From the above table 80 respondents representing 66.6% say the extent to which the library staffs been satisfied with their job is high, 20 respondents representing 16.7% each say moderate and low respectively.

The extent to which the library staffs been satisfied with their job



The Findings of the Study

1. It is agreed that the staff of the Federal University Dutsin-Ma library are not being motivated.
2. The effectiveness of the job performance in Federal University Dutsin-Ma is very high.
3. The library staffs have been satisfied to the high extent in Federal University Dutsin-Ma

CONCLUSION

In conclusion, the findings show that the library staffs are not motivated based on the high percentage level; therefore, the staffs need to be motivated through. Staff welfare, incentives, loan, and regular promotion

RECOMMENDATIONS

The major aim and objectives of this research was to find out Staff Motivation and effective Performance in the Library as a result of the finding of this study the followings are the recommendations made by the researcher:

1. The library should provide the method of motivating librarians both professional and paraprofessional.
2. The library should give loan to its staff so that they will carry their services effectively.
3. The library should also try as much as possible to give incentives to its staff either monthly or annually this will motivate them to do their job perfectly.
4. Staff development meeting should also hold occasionally so that the management and the library should know the problems of performance among the staff.

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SOCIAL MEDIA MARKETING IN HOTEL INDUSTRY STUDY ON PUNE HOTELS

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ABSTRACT

This study paper demonstrates the importance of social media marketing in growing the hotel industry in the Pune city of Maharashtra. Online marketing had already made a significant change in the hotel industry and opened new channels for selling products, such as social media marketing via the internet and mobile applications and search engine optimization for advertising on Google and online magazines. The presence of online services in Pune facilitates the effective implementation of a digital marketing strategy. It is an improving root to become more knowledgeable and clear in social networking sites with a best video of facilities on a hotel website will improve information for watching and reading for online visitors, frequent visits, and commitment for significantly better website growth. This research paper identifies efficiency and effectiveness, tourist attractions, and communications technology parks as the primary factors driving the emergence of hotel businesses in the Pune city. The research paper entails undertaking an online survey to assess the pleasures of social media platforms such as Facebook, Instagram, Youtube, and Snapchat among various age groups. As a result, hospitality organizations that are able to promote their community service-driven programmes on social media sites receive stakeholder acknowledgement.

Keywords: Hotel Industry, Social Media Platform, Social Media Marketing, Digital Marketing in hotels.

INTRODUCTION

Social media and digital marketing strategies are essential for giving hotel businesses a competitive edge. The purpose of this research paper is to demonstrate the importance of social media marketing in improving the business operations of the hotel industry in the Pune-city. This research paper discusses the implementation of social media-

oriented business promotion schemes and their effectiveness in gaining stakeholder recognition and achieving optimal profit standards. Hotels can precisely market their facilities by displaying their rooms, restaurants, banquet hall, spa, fitness centre, bar, coffee shop, and so on. It is an enhancing source to become more familiar and clearer in social networking sites with a best video of facilities on a hotel website will improve content for watching and reading for online visitors, frequent visits, and commitment for significantly better website growth. Hotels are willing to participate in taking the necessary steps to customize their approach to guest interaction in order to create a new marketing competency that will aid in increasing guest satisfaction.

OBJECTIVE OF RESEARCHES

1. To be using social media marketing strategies to advertise hotel businesses.
2. To investigate the effect of social media advertising on consumer travel decisions.
3. To comprehend the strategies and business plans for hotel operations.

LITERATURE REVIEW

Jatashankar R. Tiwari believes. The hotel industry has changed dramatically in the last two decades, thanks to the introduction of computers. People now prefer to plan their vacations online rather than in person, thanks to the rapid growth of the internet. Computers are used in hotels for a variety of purposes. In the hotel front office, computers are outfitted with high-tech software known as PMS. A hotel PMS may communicate with websites used for guest reservations and online reservations.

Momany and Alshboul (2016) focused primarily on the use of social media to advance brand awareness and increase online sales in their article on social media marketing: utilizing social media to advance brand recognition and boost online sales. The researcher also emphasized the significance of social media marketing for hotels in raising customer awareness of the brand. According to the author of this article, the rise of social media has created opportunities for the hotel industry to enhance its bottom line by retaining existing customers. The survey method, on the other hand, was used by the researcher to collect data.

According to Aswani and Gugloth (2017), the researcher used a secondary data collection method via journals and newspapers to assess the importance of digital marketing in hotel businesses. Furthermore, the researcher emphasises the significance of combining marketing with Service representative organizational objectives. Standardized communications with clients through the use of digital communication tools via Facebook and other social media platforms may aid in discerning the needs of various clients. As a result, a successful promotion campaign via social media portals may aid in the implementation of a client-oriented mission statement and vision.

PR Smith and Dave Chaffey agree. The large number of web users state that they use search engines to learn more about the hotel. If the hotel is not registered with the search engine, you may have difficulty attracting prospective guests unless they know your website's URL.

Judy Strauss and Raymond Frost, respectively. The ability of online networks to track advertisements effectively, message length and delivery timing depends on the flexibility, Internet and social networking sites are one of the major sources to reach international market with a single message.

Kenneth J. (2010) The purpose of this research was to discover how social media benefits small businesses, and the findings advised that the owner of the small business should be available on the internet and inform the buyer about their digital platform.

Bernardette, Roshni, and Sweta (2011) Advertising and promotion on social media have an impact on manufacturer selection. Social media websites aid in the creation of interest in the product and the development of trust in the company, which was once a brand-building exercise that avoided clutter and reached the target audience. The goal of the research was to comprehend SNS utilization patterns amongst children in Mumbai in order to assess the influence of purchasing behaviour of consumers. This study looked into the preference for SNS among younger generations.

RESEARCH METHODOLOGY

The random sampling strategy was used in this research study to conduct a survey to evaluate the influence of social media platforms in improving business promotions and receiving stakeholder recognition. For data collection in this paper, the researcher used

the survey method. To accomplish this, the researcher posed an open-ended question to the hotel's management staff in order to assess the impact of using social media. However, enhanced lifestyle modifications and digital economy are influencing senior adults to actively use social media platforms in order to stay current with modern lifestyle demands. It has recently been confirmed that social media promotions are effective when the company uses an innovative method to convey its vision and mission statement. Special promotional strategies and media advertising that highlight the unique features of hotel services help to overshadow competitors' service commitments. As a result, hotel companies with employees who are skilled in effective communication and analysis may be able to better understand client demands in relation to the hospitality industry that the hotel may provide.

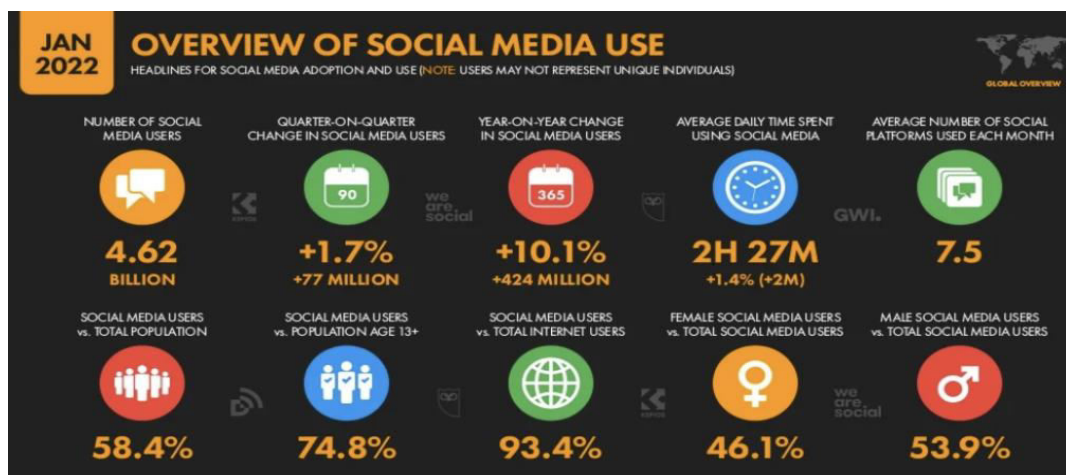
SOCIAL MEDIA MARKETING

With the help of mobile phones, Facebook, Twitter, blogs, Google+, LinkedIn, Instagram, and YouTube, social media acts as a bridge in promoting goods and services to various types of organisations and companies all over the world. It works by attracting contents or required content given in website that drives the attention in social media sites with the attracting contents, it encourages readers to share their views across the social network providing information of organisations, institutions, and companies to potential consumers, and in turn it supplies the consumer's information to the sellers. In the hotel industry, social media has become a tool for marketing products such as rooms, breakfast, lunch, and dinner buffets, spas, and other amenities to customers. Social media serves as a link between users and visitors or viewers, allowing them to interact with one another online and share information and opinions about the hotel. Instagram, Twitter, and Facebook have spread to all luxury hotels for the purpose of marketing. Most importantly, an effective property management system is becoming increasingly useful for hotels in accessing data from an increasing number of sources. The enormous amounts of information generated on social media platforms such as Facebook, Instagram, Whatsapp, and Twitter can provide invaluable insights into customer attitudes and preferences toward their product. Hotels can use Big Data analytics to categorise data and gain valuable insight into consumer sentiments toward their company and competitors.

Appropriate Target Marketing Plan

Since social media is a popular communication tool among younger generations, marketing strategies based on social media may have a significant impact on younger consumers. However, hotel businesses cater to the needs of a wide range of clients, regardless of their age. To ensure effective business promotions on online portals, a preliminary analysis of target consumers and their familiarity with social networking is required. A diligent data analyst may be able to accurately assess the target audience's familiarity with social networking.

Preliminary market analysis is critical for preserving business economic principles while investing in online marketing campaigns. This evaluation is critical for ensuring the smooth flow of business operations and maximising profits through increased client service demands.



(Source:- Social media survey by Veronica Gentili 2020)

FINDINGS AND RECOMMENDATION

1. Browsers are playing an important role in the development of the hotel industry by optimizing hotel websites with videos and pictures about their facilities, location, and franchise group, and they also get business from airlines, tour operators, and travel agents through their sites on the internet.
2. To secure promotions of business operations on online portals, hotel businesses must ensure co - operation between their technical and marketing staff.

3. Hospitality businesses with employees who are skilled in effective communication and analysis may be able to perceive client demands in relation to the accommodation facilities that the hotel may provide.
4. A technology statement of purpose enables IT personnel to incorporate specific promotion schemes that may provide online viewers with consistent information about new services offered by concerned hotels at reasonable prices.

CONCLUSION

Social media marketing may aid in gaining maximum recognition from both foreign and domestic clients, as well as ensuring the smooth flow of business operations. Incorporating this technologically innovative marketing method may provide a comparative benefit to business ventures. Collaboration with external agencies for social media-oriented promotions, on the other hand, may increase financial pressure and increase the risk of legal disputes. Thus, collaboration between the concerned hotel company's IT and marketing departments may aid in the successful and consistent implementation of marketing on social media sites. With technological development and the proximity to major airfields, the Pune city has developed into a hospitality business hub. Effective social media marketing may aid this emerging market of hospitality businesses in gaining recognition from foreign clients and investors. People use all types of Social Media platform for frequently in their daily lives, and they also view more travel advertisements on these two platforms exclusively.

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REVIEW OF RESEARCH PERSPECTIVES IN MANAGEMENT

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INTRODUCTION

Management research encompasses a wide range of disciplines, theories, and methods. The study of management has evolved over the years and has been influenced by various factors such as globalization, technological advancements, changing consumer behaviour, and economic crises. This chapter aims to provide a comprehensive overview of research perspectives in management, including their strengths, limitations, and implications for practice.

TRADITIONAL PERSPECTIVES

The traditional perspective in management research includes classical, behavioural, and quantitative approaches. The classical approach emphasizes efficiency, rationality, and hierarchy in organizations. The behavioural approach focuses on human behaviour and attitudes in organizations. The quantitative approach uses statistical methods to analyse data and test hypotheses. These perspectives have contributed significantly to the development of management theory and practice, but they have also been criticized for their limited scope and assumptions.

CONTEMPORARY PERSPECTIVES

Contemporary perspectives in management research include contingency, resource-based, institutional, and stakeholder theories. The contingency theory suggests that there is no one-size-fits-all approach to management, and the best approach depends on the specific situation. The resource-based theory emphasizes the importance of strategic resources in achieving a sustainable competitive advantage. The institutional theory suggests that organizations are influenced by their social and cultural environments. The stakeholder theory emphasizes the importance of considering the interests of all stakeholders in decision-making processes.

EMERGING PERSPECTIVES

Emerging perspectives in management research include evolutionary, complexity, and design thinking. The evolutionary perspective suggests that organizations evolve over time, adapting to their changing environments. The complexity perspective emphasizes the interconnectedness of organizational systems and the need for holistic approaches to management. The design thinking approach focuses on creating innovative solutions to complex problems through a human-centered design process.

IMPLICATIONS FOR PRACTICE

Research perspectives in management have important implications for practice. For example, the classical approach has led to the development of scientific management and Taylorism, which have been widely adopted in manufacturing and service industries. The behavioural approach has led to the development of human resource management practices that focus on employee motivation, satisfaction, and engagement. The contingency theory has led to the development of situational leadership and contingency planning. The institutional theory has led to the development of corporate social responsibility and sustainability practices. The emerging perspectives have led to the development of agile management and design thinking practices.

Research perspectives in management have evolved over time and have been influenced by various factors. Each perspective has its strengths and limitations, and each has important implications for practice. A holistic understanding of these perspectives can help managers make informed decisions and develop effective strategies to achieve their organizational goals.

Research perspectives in management are broad and diverse, covering a wide range of topics and areas of interest. Here are some practical examples of research perspectives in management:

Organizational behavior: Research in this area focuses on understanding how individuals and groups behave within an organization. Some practical examples of research topics in organizational behavior include motivation, leadership, communication, and team dynamics.

Strategic management: Research in this area focuses on how organizations can achieve competitive advantage through effective strategies. Some practical examples of research topics in strategic management include business models, competitive analysis, and innovation.

Human resource management: Research in this area focuses on managing the workforce effectively. Some practical examples of research topics in human resource management include recruitment, training and development, performance management, and employee relations.

Marketing management: Research in this area focuses on understanding consumer behavior and developing effective marketing strategies. Some practical examples of research topics in marketing management include branding, product development, pricing, and distribution.

Operations management: Research in this area focuses on managing the processes involved in producing and delivering goods and services. Some practical examples of research topics in operations management include supply chain management, inventory management, and quality control.

Overall, research perspectives in management are crucial for the effective functioning of organizations, as they help managers to make informed decisions and develop strategies that are based on empirical evidence.

There are several tools that can be used in research perspectives in management. Here are some examples:

Surveys: Surveys are a common tool used to collect data in management research. Surveys can be administered online or in person and can be used to collect both quantitative and qualitative data. Surveys are useful when researchers want to collect data from a large number of respondents.

Interviews: Interviews are another common tool used in management research. Interviews can be conducted in person or over the phone and can be used to collect qualitative data. Interviews are useful when researchers want to collect detailed and in-depth information from respondents.

Case studies: Case studies involve the analysis of a specific organization, event, or situation. Case studies can be used to collect both qualitative and quantitative data and are useful when researchers want to understand how a particular organization or situation operates.

Focus groups: Focus groups involve a small group of participants who are brought together to discuss a particular topic. Focus groups can be used to collect qualitative data and are useful when researchers want to understand the opinions and attitudes of a particular group of people.

Data analysis software: Data analysis software such as SPSS, Excel, and NVivo can be used to analyze quantitative and qualitative data. These tools can help researchers to identify patterns and trends in the data and to draw conclusions based on the data.

Overall, these tools can be used to collect and analyze data in management research, helping to provide a better understanding of the issues, challenges, and opportunities facing organizations.

Research is an essential tool in management that can be applied to various functional areas within an organization. Here are some examples:

Marketing: Research can be used in marketing to identify consumer needs, preferences, and behavior. This information can then be used to develop effective marketing strategies, including product development, branding, pricing, and promotion.

Human resources: Research can be used in human resources to identify the best practices in recruitment, training, and development, employee retention, and performance management. This information can be used to improve the overall effectiveness of human resource management within the organization.

Operations: Research can be used in operations to identify the most efficient and effective processes for producing and delivering goods and services. This information can be used to improve productivity, quality, and customer satisfaction.

Finance: Research can be used in finance to identify the best investment opportunities, risk management strategies, and financial decision-making processes. This information can be used to improve the overall financial performance of the organization.

Information technology: Research can be used in information technology to identify the most effective software, hardware, and systems for managing data and information. This information can be used to improve the overall efficiency and effectiveness of the organization's IT infrastructure.

Overall, research can be applied to various functional areas within an organization to improve performance, productivity, and profitability. By using research to inform decision-making, organizations can make more informed and effective decisions about how to allocate resources, develop strategies, and manage operations.

The research process is highly applicable in management studies, as it enables managers to make informed decisions based on empirical evidence. Some practical applications of the research process in management studies include:

Problem identification: The research process can be used to identify problems and challenges within an organization. By conducting research, managers can gain a better understanding of the issues facing their organization, and develop strategies to address these issues.

Data collection: The research process can be used to collect data on various aspects of an organization, including customer behavior, employee attitudes, and market trends. This data can be analyzed to identify patterns and trends, and to develop insights that can inform decision-making.

Analysis: The research process can be used to analyze data collected from surveys, interviews, and other sources. This analysis can help managers to identify areas for improvement within their organization, and to develop strategies to address these areas.

Strategy development: The research process can be used to develop strategies for achieving organizational goals. By analyzing data and identifying patterns and trends, managers can develop strategies that are based on evidence, rather than intuition or guesswork.

Evaluation: The research process can be used to evaluate the effectiveness of organizational strategies and initiatives. By collecting data and analyzing the results,

managers can determine whether their strategies are achieving the desired outcomes, and make adjustments as necessary.

Overall, the research process is a valuable tool for managers in all functional areas of an organization. By applying the research process to their decision-making, managers can make more information.

Research plays a crucial role in the modern era, as it helps us to understand the world around us and to make informed decisions. Some of the key reasons why research is important include:

Advancing knowledge: Research helps to advance our knowledge in various fields, from medicine and science to social sciences and humanities.

Solving problems: Research can help to identify and solve problems, from developing new technologies to addressing social and environmental issues.

Informing policy: Research can inform policy decisions by providing evidence-based recommendations for action.

Improving practice: Research can improve the practice of various professions, from medicine and nursing to education and management.

SCOPE OF RESEARCH:

The scope of research in the modern era is vast and varied, with countless opportunities for exploration and discovery. Some of the key areas of research include:

Science and technology: Research in science and technology can lead to new discoveries and innovations, from developing new medicines to creating more efficient and sustainable energy sources.

Social sciences: Research in social sciences can help to understand social and cultural phenomena, from studying human behaviour to analysing political and economic systems.

Humanities: Research in humanities can explore the complexities of human experience, from studying literature and art to examining historical events and cultural practices.

Business and management: Research in business and management can help to improve organizational performance, from developing effective strategies to improving employee engagement and satisfaction.

Overall, the importance and scope of research in the modern era are vast and varied, providing countless opportunities for exploration, discovery, and innovation across all fields and industries. Med and effective decisions, and improve the overall performance of their organization.

In conclusion, research perspectives in management play a crucial role in understanding the complexities of organizational behaviour and decision-making. By applying various research methods, such as surveys, case studies, and data analysis, researchers can gain valuable insights into the challenges and opportunities facing organizations in today's fast-paced business environment. The practical examples and tools discussed in this article demonstrate the ways in which research can be applied to different functional areas of an organization, including marketing, human resources, operations, and finance. Ultimately, research perspectives in management provide a solid foundation for evidence-based decision-making, helping organizations to succeed and thrive in an increasingly competitive global marketplace.

INTERPLAY OF TECHNOLOGY AND STRATEGY: CAPITALISING ON AI AND DATA ANALYTICS

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ABSTRACT

This paper explores the dynamic relationship between strategy and technology, focusing on the significant potential and implications of artificial intelligence (AI) and data analytics for the contemporary business landscape. It delves into the transformative influence of these technologies on organisational strategy, elucidating potential avenues to capitalise on such advancements. Drawing on a diverse range of international case studies, this paper offers a robust analysis of the global scenario, covering potential counterarguments, challenges, and opportunities.

Keywords: Artificial Intelligence, Data Analytics, Strategic Management, Technology Management, Business Transformation, Global Scenario.

1. INTRODUCTION

In the contemporary business environment, the relentless pace of technological advancement drives substantial shifts in competitive landscapes. At the nexus of this phenomenon lie two prominent developments: artificial intelligence (AI) and data analytics. These twin forces are not only radically altering the ways businesses operate, but they are also reshaping the strategic decisions made at the helm of these organisations (Porter & Heppelmann, 2014). As such, understanding the interplay between technology and strategy, particularly within the context of AI and data analytics, becomes paramount.

However, the promise and potential of these technologies are not without counterarguments and complexities. The intricacies of the interaction between strategy and technology need rigorous exploration. This paper aims to deepen the understanding of this interplay, drawing upon a diverse array of global case studies and insights, to

ascertain how businesses can best capitalise on the opportunities presented by AI and data analytics.

2. LITERATURE REVIEW

The review of the literature initially takes root in the classical view of strategic management, which encapsulates the alignment of resources and capabilities to achieve organisational objectives (Barney, 1991). Herein, technology emerges as a vital strategic resource that, if leveraged effectively, can facilitate competitive advantage (Wade & Hulland, 2004). As such, the technological revolution in AI and data analytics represents an opportunity for strategic reinvention and growth.

In exploring this dynamic, a pivotal work is Brynjolfsson and McAfee's (2014) 'The Second Machine Age', which contends that AI and digital technologies are driving unprecedented economic transformations. They argue that businesses, to thrive, must adopt a strategic mindset that embraces and capitalises on these technological shifts. Contrarily, Davenport (2018) provides a counternarrative, cautioning that overreliance on AI could lead to unexpected negative consequences, thus advocating a balanced approach.

Data analytics, coupled with AI, offer transformative potential by enabling companies to extract insights from vast data volumes (Provost & Fawcett, 2013). Accenture's case (Daugherty & Wilson, 2018) exemplifies this, with strategic decisions informed by data analytics yielding increased productivity and customer satisfaction. Conversely, data privacy concerns, as seen in Facebook's case (Cadwalladr & Graham-Harrison, 2018), highlight the ethical implications of data-centric strategies.

The literature underscores a dichotomous reality of AI and data analytics: both hold remarkable promise for strategic reinvention but come with significant challenges. The strategic approach to these technologies necessitates an astute understanding of this dichotomy, a theme which this paper will explore further in subsequent sections.

3. THEORETICAL FRAMEWORK

The theoretical framework for this research draws from two foundational bodies of knowledge: strategic management theory and technology management theory.

In strategic management theory, the Resource-Based View (RBV) posits that a firm's unique resources and capabilities are key determinants of competitive advantage (Barney, 1991). Applied to our context, AI and data analytics can be considered unique resources that, when effectively aligned with a firm's strategy, can deliver significant competitive advantages.

The Dynamic Capabilities View (DCV), an extension of the RBV, emphasises the firm's ability to reconfigure its resources in response to a rapidly changing environment (Teece, Pisano & Shuen, 1997). AI and data analytics, with their transformative potential, necessitate such dynamic reconfiguration and reshaping of strategies.

From the technology management perspective, the concept of 'Disruptive Innovation' (Christensen, 1997) is crucial. AI and data analytics, in their potential to revolutionise business models and industries, can be viewed as disruptive technologies. Accordingly, the strategic response to these technologies should consider their disruptive potential and implications.

Finally, we incorporate the socio-technical systems theory (Trist & Bamforth, 1951), which emphasises the interrelation between technology (AI and data analytics, in this case) and the social systems within which it operates, including organisational structures, cultures, and external societal factors.

The interplay of these theoretical perspectives provides a holistic framework for understanding how AI and data analytics influence and are influenced by strategic management. It accentuates the need to consider not just the technological aspects of AI and data analytics, but also the organisational, societal, and strategic dynamics that these technologies engender.

4. ANALYSIS AND FINDINGS

Upon an assiduous investigation of the intricate dynamics amongst AI, data analytics, and strategic management, the following salient revelations surfaced:

Operational Efficiency

The predilection of firms to exploit AI and data analytics as instruments for enhancing operational proficiency was a standout finding. For instance, Amazon's perspicacious

integration of AI in its logistics and inventory management framework has precipitated a marked ascendance in operational efficiency and customer fulfilment, thus exemplifying the instrumental role of these technologies in strategy realisation (Zhou, 2020).

Customer Experience

The data-driven personalisation approach adopted by Netflix illustrates the strategic impetus to harness data analytics for bolstering customer-centricity and crafting tailor-made user experiences. Leveraging proprietary recommendation algorithms, Netflix manifests how data analytics can be an integral component of a customer-focused strategic blueprint (Gomez-Uribe & Hunt, 2015).

Innovation

AI and data analytics have transpired as potent enablers for groundbreaking innovation. DeepMind's path breaking AlphaGo serves as a testament to this, where AI was not merely a tool, but a strategic linchpin for creating disruptive technology (Silver et al., 2016).

Strategic Decision-Making

A noteworthy finding is the growing reliance on AI and data analytics in strategic decision-making processes. Corporations like IBM, through their AI platform Watson, have been harnessing the power of predictive analytics to facilitate informed and data-backed strategic decisions (IBM, 2021).

Talent Management

Businesses are also harnessing AI for strategic talent management. For instance, Unilever utilises AI in its recruitment process to streamline candidate screening and ensure objective decision-making (Daugherty & Wilson, 2018). This implies that AI is not confined to traditional operational domains but is permeating human resource strategies as well.

Ethical and Societal Implications

Counterbalancing these strategic dividends are ethical and societal conundrums. Facebook's Cambridge Analytica fiasco underscored the ethical minefields associated with data-centric strategies, highlighting the imperative for strategic technology

management to incorporate ethical responsibility (Cadwalladr & Graham-Harrison, 2018).

Algorithmic Bias

Further, our research shed light on the critical issue of algorithmic bias in AI systems (O'Neil, 2016). For instance, a controversial facial recognition system displayed bias against certain racial and ethnic groups, thus underscoring the need for ethical vigilance in AI deployment (Buolamwini & Gebru, 2018).

In summary, the interplay of AI, data analytics, and strategic management presents a multifaceted panorama of opportunities punctuated with ethical and societal challenges. The successful capitalisation of these technologies necessitates an astute navigation of this complex landscape, delicately balancing strategic objectives against ethical responsibility and societal considerations.

5. DISCUSSION

The ensuing discourse ventures to locate our study's findings within the expansive scholarly terrain on the interface of AI, data analytics, and strategic management. We attempt to contextualise our insights vis-a-vis the extant literature and draw judicious comparisons with prior empirical endeavours.

Our research echoes the scholarly consensus regarding the instrumental role of AI and data analytics in enhancing operational efficiency (Porter & Heppelmann, 2014; Bughin & Hazan, 2017). As evinced in Amazon's case, AI has transitioned from an auxiliary tool to an integral strategic asset, driving operational optimisation and customer value creation.

The instance of Netflix expounds upon the strategic impetus for customer-centricity powered by data analytics, as previously discussed in literature (Davenport, 2014; Shivendu & Feng, 2017). Our findings, however, underscore the potential for such data-centric strategies to transcend sectors, underscoring the ubiquity of data-driven customer personalisation.

DeepMind's AlphaGo serves as a testament to the innovative potential of AI, congruent with Christensen's (1997) disruptive innovation theory. This case exemplifies the strategic integration of AI as a cornerstone for path-breaking technological innovation.

Further, IBM's usage of Watson for strategic decision-making aligns with the literature positing the growing indispensability of data analytics in strategy formulation and decision-making (Wamba et al., 2017). This reiterates the shift from intuition-based to data-driven strategic decision-making, a trend likely to accelerate in the future.

The deployment of AI in talent management, as illustrated by Unilever, corroborates the expanding boundaries of AI application. This aligns with the view that AI has permeated traditionally non-technical domains, including human resources (Daugherty & Wilson, 2018).

Our findings also resonate with burgeoning scholarly concerns surrounding ethical and societal implications of AI and data analytics (Mittelstadt et al., 2016; O'Neil, 2016). The Facebook-Cambridge Analytica incident, for instance, underscores the importance of imbuing strategic technology management with ethical responsibility.

Finally, the challenge of algorithmic bias in AI systems, highlighted in our research, corroborates previous findings (Buolamwini & Gebru, 2018). This underscores the pressing need for ethical vigilance in AI deployment, ensuring that strategic use of AI does not inadvertently perpetuate societal biases.

Thus, our research reaffirms and extends previous scholarly discourse on the subject, contributing fresh empirical insights while spotlighting the ethical and societal implications of the strategic deployment of AI and data analytics.

6. CRITIQUES AND COUNTERARGUMENTS

As our discussion approaches the penultimate stage, it seems fitting to address the critiques and counterarguments that punctuate this overarching narrative. It is crucial to approach the interplay of AI, data analytics, and strategy with an analytical lens, conscious of the potential for contrarian perspectives and challenges.

Overemphasis on Data-Driven Decision Making: There is a counterargument suggesting an overemphasis on data analytics, with the risk of relegating human intuition and

experience to the sidelines (Kahneman, 2011). While our study maintains the importance of data-driven decisions, it must be acknowledged that data analytics should complement, not supplant, human judgement.

Underestimation of Implementation Challenges: Another critique targets the arguably optimistic perspective on AI and data analytics implementation. Adopting these technologies at a strategic level necessitates substantial organisational changes, facing potentially significant resistance and complexities (Brynjolfsson & McAfee, 2014).

Disregard for Potential Displacement of Jobs: A recurrent critique of AI is the potential for job displacement. The use of AI, particularly in operational roles, may lead to significant job losses, a concern that our research doesn't delve into extensively (Frey & Osborne, 2017).

Excessive Focus on Large Enterprises: Critics might also argue that the research largely centres on large enterprises, potentially neglecting the unique challenges and opportunities for small and medium enterprises (SMEs). This bias could limit the generalisability of the findings and overlook the role of AI and data analytics in fostering entrepreneurial innovation (Ainin et al., 2018).

Underplayed Role of Leadership: A further critique might be the limited emphasis on the role of leadership in successful AI and data analytics integration. Leaders play an instrumental role in fostering a data-driven culture, mitigating resistance to change, and aligning technology with strategy (Barton & Court, 2012).

Incorporating these critiques and counterarguments into our study not only adds a layer of analytical depth but also indicates areas for future exploration. It underlines the importance of adopting a balanced perspective towards the interface of technology and strategy, embracing its potential while being cognizant of the inherent challenges and criticisms.

7. FUTURE DIRECTIONS

The cardinal question that brooks consideration at this juncture pertains to the future trajectories of the confluence of AI, data analytics, and strategic management. This study illuminates multiple avenues that warrant scholarly attention in the future.

Ethical AI and Data Governance: The ethical considerations and societal implications of AI and data analytics surface as pertinent areas for future exploration. The quest for an 'ethical AI' that respects privacy, upholds fairness, and refrains from exacerbating societal biases is a fertile ground for future research.

Regulation and Policy: The role of regulation and policy-making in shaping the strategic deployment of AI and data analytics is another critical domain awaiting thorough exploration. Delving into how regulatory landscapes influence strategic technology management will provide valuable insights.

AI and Organisational Transformation: An investigation into how the adoption of AI and data analytics necessitates changes in organisational structures, cultures, and talent management strategies could be another worthwhile endeavour.

Sector-Specific Strategies: Given the differential impact of AI and data analytics across sectors, future studies could delve into sector-specific strategic implications. This could uncover a variety of nuances that our research, with its cross-sectoral approach, might have overlooked.

8. CONCLUSION

This discourse, founded on the intricate dynamics amongst AI, data analytics, and strategic management, presents a comprehensive tapestry of its implications. Drawing upon a multifaceted array of examples, the study underscores the transformative potential of these technologies when astutely integrated into a firm's strategic fabric.

However, the emergent insights also underline that this potent amalgamation is not devoid of challenges. The ethical and societal conundrums that accompany the strategic deployment of AI and data analytics necessitate a balancing act, harmonising the pursuit of competitive advantage with ethical responsibility and societal considerations.

In conclusion, the interplay of technology and strategy is an evolving landscape of opportunities and challenges. The firms that navigate this terrain with agility, foresight, and ethical vigilance stand to capitalise most effectively on the transformative potential of AI and data analytics.

As we stand on the precipice of a new era, defined by this symbiotic relationship between technology and strategy, our study contributes to a greater understanding of this evolving dynamic, and sets the stage for future research endeavours in this stimulating field.

9. CONFLICT OF INTEREST

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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INSOLVENCY AND BANKRUPTCY REFORMS: THE WAY FORWARD**Mr. Praveen Trivedi¹ and Dr. Arti Sharma²**¹Research Scholar (Law), Jagannath University, Jhajjar, Haryana²Assistant Professor, Faculty of Law, Jagannath University, Jhajjar, Haryana**ABSTRACT**

Laws governing bankruptcy are essential to any economic economy. They serve as the framework for the orderly termination or restructuring of a variety of company structures, together with sole proprietorships, partnerships, and limited liability companies. So, from an economic standpoint, bankruptcy laws make it easier to efficiently re-allocate capital that has been committed to a failing organisation. There are apparent distributional repercussions in each bankruptcy procedure because bankruptcy laws require balancing the conflicting interests of numerous stakeholders, including banks, suppliers, employees, operational creditors, bondholders, and the government. Laws pertaining to bankruptcy are therefore vulnerable to both political and economic pressures.

Because of this, it is important to consider the socioeconomic (demand for law) and political (supply of law) conditions in which bankruptcy laws were developed in order to accurately trace their historical development. With that background, the article goes on to analyse the history of bankruptcy and insolvency legislation beginning in 1993, or the 25 years following the reform.

Yet it should be noted that the long history of similar laws in India goes back far further than 1993. According to Hishikar et al. (2019), India's bankruptcy and debt collection rules have evolved over the course of 2000 years. They have worked to dispel the myth that bankruptcy laws were non-existent in India prior to British attempts in the late 1800s and early 1900s. They contend that many contemporary bankruptcy principles can be traced in Indian Smriti traditions. Nevertheless, during the Muslim and British eras, respectively, this lengthy and rich history experienced two exogenous shocks.

Unlike the Muslim era, which had no legal transplants, the British era saw widespread adoption of common law practises. The actions for bankruptcy and insolvency were

deeply rooted in common law traditions by the time the British withdrew in 1947. After Independence, discussions on the function of the private sector in a system of socially regulated industrialization influenced the development of bankruptcy and insolvency laws. Since the State owned all significant means of production and distribution under socialism, bankruptcy was often disregarded. Insolvency would not be seen as a legal issue in a planned economy since the majority of trading risks are excluded.

Personal insolvency laws consequently largely remained unaltered. According to the 1952 recommendations of the Bhabha Committee, the bankruptcy/winding-up provisions of company statutes did not change during the colonial period as a result of socialist economic compulsions. In reality, though, lawmakers were more inclined to experiment with debt collection legislation than bankruptcy laws.

Only the Industrial Development and Regulation Act of 1951 and the Companies Act of 1956 provided the legal foundation for handling corporate insolvency and bankruptcy in India shortly following Independence. Both legislations designated the high courts to handle cases involving bankruptcy and insolvency. The processes governed by these laws were hampered by a number of problems, including the absence of a deadline for the conclusion of the proceedings or the ability to prescribe an insolvency cost, the incompetence of the official liquidator, and a lack of information regarding the organisation or its business and technology. The option for creditors to request that an insolvent corporation be liquidated almost didn't exist.

The Fourth and Fifth Plan phases, which covered the years 1965 to 1975, were marked by severe industrial stagnation. The Sick Industrial Companies Act of 1985 was passed in response to the growing amount of delinquent loans with banks (SICA). The Board for Industrial and Financial Reconstruction was established by SICA, and for the first time, cases involving insolvency and bankruptcy were removed from the high courts. SICA was a preventative law that gave restructuring over winding up priority. SICA had a number of issues, chief among them the misuse of Section 22, which permitted businesses to request a ban on execution, arbitration, recovery actions, the enforcement of security interests, etc. According to the Eradi Committee, the SICA recovery rate was only 19%.

Debt Retrieval Laws In The Post-Reform Period

Three factors led to the post-reform period's legislative measures to recover debts from failed businesses:

- The 1993 balance of payments crisis
- The Narasimham Committee-suggestions for extensive financial sector reforms
- The failures of the past as outlined above (1991).

Moreover, these initiatives can be separated into two groups: those made by the Reserve Bank of India and those made by the Government of India (RBI).

To hasten the collection process, the government passed the Recovery of Debts Due to Banks and Financial Institutions Act, 1993 (RDDBFI). Debt Recovery Tribunals (DRTs) were established as a result of this Act. At first, the system ran smoothly. Yet, eventually DRTs would become overworked by the sheer volume of open cases. The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI Act, 2002) was another piece of legislation the government passed within ten years to protect secured creditors' interests.

The establishment of asset reconstruction corporations (ARCs) in India was made possible by the SARFAESI Act. It is somewhat perplexing because India tried out ARC in 2002 without having any established bankruptcy laws or a mature financial market, particularly one for corporate bonds. Specifically, in the case of India, none of the variables that influenced the development of ARCs in the 1990s in the United States were there.

On the other hand, the RBI established the Corporate Debt Restructuring (CDR) mechanism in August 2001 to allow debt restructuring without the necessity for an asset quality downgrade if certain requirements were met. The basic justification for CDR was that restructuring plans were necessary since the nation lacked a competent bankruptcy law. In essence, the schemes established a structure for a settlement that would typically take place under the auspices of an insolvency and bankruptcy law.

First use of the CDR method was successful. Later, it was utilised less to effectively resolve stressed assets and more as a strategy to avoid recognising their non-

performance. Accordingly, with effect from 1 April 2015, the RBI revoked the forbearance on asset classification in May 2013. The RBI does permit asset classification benefits for some types of restructuring plans, nonetheless, in response to the rising non-performing assets (NPAs). They included the Plan for Sustainable Structuring of Stressed Assets, Flexible Project Loan Structure, and Strategic Debt Restructuring.

As a result, 60 years after the declaration of independence, no comprehensive framework or plan to deal with insolvency and bankruptcy proceedings has been developed. The majority of the prior acts and/or plans dealt with business recovery and/or restructuring, therefore it might be said that the socialist legacy of bankruptcy and debt recovery legislation was well-entrenched during the reform phase.

Understanding The Insolvency And Bankruptcy Code Till Now

The Insolvency and Bankruptcy Code was suggested in 2014 by the Bankruptcy Legislative Reforms Committee, which was chaired by T. K. Viswanathan (IBC). The IBC's main goals were to harmonise and update the laws governing the reorganisation and insolvency resolution of businesses, partnerships, and individuals in a timely manner in order to maximise the value of their assets, encourage entrepreneurship, increase credit availability, and strike a balance between the interests of all parties involved, including a change in how government obligations are paid.

IBC, 2016 was eventually passed and published in the Indian Gazette in May 2016. The law attempts to get insolvency resolved by insolvency experts in a time-bound way (originally 180 days, extendable by further 90 days under specific situations, but currently extended to 330 days). The statute corrects previous legislation's errors by ensuring that the judicial and business parts of the resolution process are kept separate. Additionally, the National Company Law Tribunal (NCLT), rather than the DRTs, will serve as the adjudicating authority under the IBC.

Insolvency, bankruptcy, and the reorganisation of failed businesses are now all covered by the IBC, which has diminished the significance of earlier laws. A significant legislative vacuum in the handling of NPAs was closed with the passage of the IBC. The RBI replaced the CDR guidelines that were in place with a streamlined and unified

generic framework for the resolution of stressed assets under IBC in its circular of February 12, 2018, which was issued by the RBI.

Although the RBI's circular from 12 February, 2018 which required lenders to begin resolution or restructuring of loans even if the default was recorded for a single day, was overturned by the Supreme Court on 2 April 2019, this circular undoubtedly represents the beginning of enforcing the sanctity of debt contracts.

CONCLUSION

How should one view the recent history of debt recovery and bankruptcy laws in India? Can IBC be described a grand success given what has been achieved so far?

On the first query, there is little doubt that 1993 did not represent a significant change in terms of debt recovery. So, even if economic policy and the guiding principles of macroeconomic management drastically changed, the laws governing debt recovery were unaffected. As was already said, the socialist legacy on debt recovery laws persisted in the years following the reform, only to be undone in 2016 with the passage of IBC. Just marginally better than SICA, at about 25%, were the recovery rates achieved under the RDDBFI Act and SARFAESI Act.

In this background, IBC was established in 2016. IBC therefore had two goals: changing the borrower's behaviour and recovering debt. Promoters do not want to be involved in IBC for fear of losing control of the company. The establishment of insolvency specialists also represents a significant break from the past and addresses the official liquidator's lack of experience in valuing the assets of insolvent enterprises. From this vantage point, IBC has succeeded, and the long-term advantages of this shift will materialise.

Notwithstanding its pro-creditor slant, the IBC's development and the experiences of lenders cannot be characterised as seamless. With the law's implementation, borrowers have experienced a stifled settlement process as a result of multiple petitions and counterpetition. As a result, very few significant IBC cases were settled within the allotted 270 days. 535 of the 1497 cases being resolved in the system have been there for more than 270 days. The government only recently changed this deadline for finishing the resolution procedure to 330 days.

On the operational side, the approach IBC took to decide bankruptcy cases before NCLT was identical to that used in the 1990s. An overworked high court had essentially prohibited lenders from using the winding-up provisions of the Companies Act at the beginning of the reform process. Furthermore, because SICA provisions were being abused, the recovery under SICA was minimal. DRTs were thus established in order to get around this legacy. Considering that DRTs now have a backlog of their own cases (about 29,500 under DRTs and 91,300 under SARFAESI), using NCLT is only another detour in the hopes that a timely resolution will be reached.

According to Hishikar et al. (2019), IBC does not draw any inspiration from the past of such laws in India or elsewhere. This is demonstrated by the frequent use of ordinances to change existing laws and address legal gaps. Promoters and wilful defaulters were prohibited from participating in the IBC process under the first ordinance, which went into effect in 2017. The second ordinance, which was passed in 2018, addressed the issue of first-time homebuyers and essentially merged the lines between operational and financial creditors. The intersection of the IBC with other laws like the Prevention of Money Laundering Act, 2002, and the ringfencing of criminal culpability for a successful bidder under the IBC were until recently hotly debated topics.

However, if we consider the aim and object of passing of this law and also examine as to how this law has been implemented so far, we will clearly see the law has been able to fulfil its objectives though, may not be in full extent. There are various reasons for the same including the indulgence shown by courts which, despite clear mandate in the law regarding timelines for each activity, have dealt with the case more on the principles of equity than on the letter of law and have extended the timelines. Having said that, the law has clearly changed the landscape of loan recovery and default mechanism and has inculcated a fear in the mind of habitual defaulters who under the previous regimes, used to sit pretty over the assets and continued to extract all sort of benefits from the company by just filling a application under SICA. This law has changed the narrative from “defaulter in control” to “creditors in control”, moment the application is admitted (within 14 days of its filing). Further, the fact that the highest court of the land has upheld the validity of IBC and have supported its enactment, itself

gives the law its credentials and it is expected that in the time to come, the unproductive businesses will gradually be weeded out and the monies struct with them will be used for more productive purposes, which eventually will help in the development of the overall economy of India.

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