

# **Factors Influencing Knowledge and Skill Enhancement of Scientists - A Case Study in Central Sericultural Research and Training Institute (CSR&TI), Mysore**

*The study was carried out to analyze the extent of utilization of different sources for knowledge and skill enhancement of the scientists working in Central Sericultural Research and Training Institute (CSR&TI), Mysore. The data were collected from randomly selected 50 scientists working in different laboratories of CSR&TI. Majority of the scientists believed that knowledge and skill can be improved by attending training, seminars/ symposium, referring journals, visit to library and internet browsing. The scientists believed that working in specialization certainly enhance the knowledge and skill. Correlation studies revealed that six traits viz., designation, qualification, length of service, research papers published, awards received and attended seminars/ symposia showed significant positive correlation to projects handled. The scientists identified many constraints such as not working in specialization, frequent transfers, attending more administrative work, intersection transfers and no recognition for the work, which prevents them in up-dating their research knowledge and skills.*

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# ***Human Resource Development Strategy for Enabling e-Governance in Local Self Government Institutions: Lessons from the Kerala Experience***

*A well - defined human resource development strategy has been identified as a pre-requisite for any meaningful e-governance programme. Unlike the usual corporate training programmes on Information Communication Technologies (ICT), training in e-governance requires to be participatory, activity based and contextually relevant to the working environment of the trainees. The e-governance initiative for local self government institutions in Kerala -the Information Kerala Mission- which is an integral part of the well acclaimed decentralized planning programme in the state has evolved a training strategy for imparting computer skills to the employees and people's representatives of local bodies following the principles of situated learning and adult literacy. The training strategy included deliberate pedagogical interventions to ensure effective learner participation and better comprehension by trainees. The strategy was field-tested and was found to be effective in imparting computer skills as well as the required conceptual clarity to the local body personnel on the principles and practices of e-governance in a limited time frame. The strategy included development of new training materials as well as innovative methods of training administration. Training programmes for adults on ICT in the context of e- governance can draw heavily from these experiences.*

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# **Study on Organizational Effectiveness of Disability Rehabilitation Organizations: Perception of Professionals and Managers**

*Organizational effectiveness has been commonly defined as the extent to which an organization accomplishes its goals or mission. In order to achieve these goals, some critical organizational components need to be given due consideration. Much research had conducted to identify these organizational effectiveness components by keeping the nature and scope of the organizations. An effort has been made to study the perception of disability rehabilitation professionals and managers about four important components as domains of organizational effectiveness i.e; Strategy & Leadership, Trust & Motivation, Capabilities & Ownership and Operational Effectiveness. The data was collected by using a five point rating scale developed by Metrus Group. The mean analysis of the 50 responses, reveals that the disability rehabilitation professionals / managers associated with NGOs perceives their organizational effectiveness higher than the professional associates with corporate sector. The study also indicate that the representatives from international disability rehabilitation organizations feels that their organizations are more effective in above four domains than the local and national level rehabilitation organizations.*

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# ***Evaluation of Manpower Training in Indian Banking Industry***

*The training evaluation is a systematic process to determine the worth, value, or meaning of the training and without it the rationalization of the training budget and guidance to the management for effective and objective based training programmes can not be achieved. Besides net result of the training like the trainees learning, their change in behavior can not be determined until there exists a well defined training evaluation process. The training evaluation process is therefore primary objective of any effective training programme. In this study an attempt has been made to examine the methods adopted for evaluating employee trainings and their effectiveness, offered at three sample banks of the Indian banking industry representing its three sub sectors (public, private, and multinational). Besides, authors have tried to come up with some suggestive measures for the management which can have direct bearing on the policy implications concerned with evaluation of manpower training.*

**Key Words:** *Monitoring System, Field Applicability, Pre and Post Test Analysis.*

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# ***Meta-perspectives Performance Measurement Scale- Review and Validity Check for Employees of an Indian Organization***

*Measurement of meta-perspective performance of employees in an organizational setting is the latest addition to the research tools for measuring the performance of employees. The freshness of this tool and approach to measurement of employees' performance has motivated the researchers to examine applicability of the contents in an organizational setting of Life Insurance Corporation.*

*Present paper aims to validate the contents of original scale in the context of Life Insurance Corporation of India. The author added a few items to original scale and tested validity for different groups of respondents.*

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# ***A Comprehensive Review of Literature on Organizational Effectiveness***

*The recurrent interest with the effectiveness of organizations has served as a unifying theme for over a century of research, and has highlighted the evolution of various management theories, schools of thought that tried to define and measure organizational effectiveness. However there is no consensus among researchers as what constitutes organizational effectiveness. Different models of effectiveness are useful in different circumstances. An attempt has been made to provide a comprehensive literature review on organizational effectiveness, which would be useful for researchers working in the area of organizational management.*

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# ***Pay for competence or compassion?***

*Migrating from pay for skill, pay for job to the context of pay for competence is the current trend in many organizations. The focus on the concept of the core competencies wide an organization and need to nurture the same across system is the emerging truth, given the emerging business environment. This article attempts to enumerate basics of concept of competencies at the outset and the need for application of the same to compensation and reward processes for managerial role holders. This paper based on research based empirical findings presented below reveals the trend and experience on the subject by practicing organizations' subjective reality of their attempt made. The specific target organizations are from amongst IT and FMCG Industry based in the NCR of the sub-continent. While the concept and practice emerges to be positive and rewarding to those who have braved in this direction, the concern seems to be the tentativeness amongst very many of the organizations in this important dimension. The findings also suggest some pointers to be focused on the subject by attempting and organizations intending to attempt in the near future.*

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# ***Developing Managers and Leaders Today for Tomorrow***

**Theme:** *Developing Human Capital and Talent: The key to Growth and Prosperity*

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