Chapter I: Preamble / Introduction

1.1 Introduction

Are you satisfied about your work profile or your job? This is one of the most researched questions asked and researched in the workplace psychology domain.

This chapter attempts to elaborate some of the explanations associated with work satisfaction, some of the models (theories) related to contentment of the work and explain the same. This also tries to describe other related aspects and the measurement of job satisfaction.

Before going into it is required to understand what is job, how it differs from profession and labour, and how it is related with various psychosocial aspects such as dynamically changing nature and work situations, managerial aspects that includes management to work outline. But let us be clear about what a job is, what profession is and what is labour?

Labour

In labour people are working for winning bread and have no interest in what they are doing and what they are not doing and are trying to spend the day at the place so that they become eligible for getting their day’s wages.

Let us have an introduction to Labour in terms of: Meaning of Labour,Definitions of Labour, Kinds (Types) and its Importance.

Meaning of Labour

In basic importance by "Work" we mean the work done by hard physical work for the most part work done by untalented specialist.
Yet, in Economics, the term ‘work’ means difficult work. It incorporates mental work too.

As such we can state that Labor incorporates both physical and mental work embraced for some fiscal reward.

Thusly, specialists working in industrial facilities, administrations of specialists, supporters, officers and educators are altogether incorporated in the process of childbirth. Any physical or mental work which is not attempted for getting pay, but rather just to accomplish joy or joy is not work.

For example, the work of a planter in the garden is called work since he gets wage for it. Yet, in the event that a similar work is finished by him in his home garden, it won't be called work, as he is not paid for that work. Advance, if a mother raises her youngster, an instructor shows his child and a specialist treats his significant other, these exercises are not viewed as "Work" in financial matters. It is a result of the way that these are not done to gain salary.

Definitions of Labour

Definitions of Labour as described by various experts are as follows:

- As per Prof. Marshall: "Any effort of brain or body experienced somewhat or entirely with a view to gaining some great other than the delight got specifically from the work."

- As indicated by Prof. Jevons: "Work is any effort of brain or body embraced somewhat or completely with a view to some great other than the delight got straightforwardly from the work."

- As S. E. Thomas has said: "Work means every single human exertion of body or mind which are attempted in the desire of reward."
• As per Waugh: "... ... we characterize work as human endeavors utilized as a part of generation."

Along these lines, vital realities with respect to Labor are:

• Only the work of man is incorporated under Labor.

• The physical and mental work embraced for some money related reward is incorporated under Labor.

• Any work accomplished for stimulation or for smugness is excluded under Labor in financial matters.

• In Economics Labor has no connection with profound quality.

• Any work done by creature or fledgling is not Labor in Economics.

Kinds of Labour (Types)

Work can be characterized under the accompanying heads:

• Physical and Mental Labour.

• Talented and Unskilled Labour.

• Gainful and Unproductive Labour.

Physical and Mental Labour:

Such work in which physical work and physical quality is more vital in contrast with mental work is called physical work. For example, the work of Rickshaw Puller, laborers working in processing plant, watchman who conveys baggage on the stage.
Be that as it may, mental Labor is that in which cerebrum is connected or mental weariness is more in contrast with physical exhaustion. For instance the work of a backer, educator, specialist, sanctioned bookkeeper and so forth. For better execution of work mental and physical work is fundamental.

**Gifted and Unskilled Labour:**

Gifted Labor is that in which extraordinary information, getting the hang of, preparing and effectiveness is required in playing out the work. For instance the Labor of architect, specialist, educator and a researcher has been called as gifted Labor.

While the work in which unique information, preparing or learning is not required is known as untalented work. For instance the work of rickshaw puller, doorman conveying gear on stage is called untalented. The compensation of gifted specialist is ordinarily higher than that of untalented laborer.

**Profitable and Unproductive Labour:**

Profitable Labor is that work which increases the value of the item. While useless work is what does not include net esteem. As it were we can state that "Work delivering material merchandise are gainful and Labor creating perishable products including administrations of hirelings, instructors, specialists, legal counselors and so forth are ineffective."

In any case, as indicated by Prof. Marshall all work is beneficial. He saw "no qualification in the work of the dough puncher who gives bread to a family and that of the cook who plans rice or bubbled potatoes". Present day market analysts taking after Prof. Marshall respect all Labor whether material or non-material or administrations as beneficial.

Just that Labor is viewed as useless which is performed by against social people, for example, pickpockets, hoodlums, dacoits and so forth. In any
case, Labor utilized as a part of developing building, a dam and so on is gainful in light of the fact that the specialists taken a shot at them and gets compensation.

In this association Prof. Robbins has expressed "Whether Labor is gainful or useless does not rely on its physical or mental nature of work. Or maybe it relies on its relative shortage in connection to its request. A wide range of Labor which has a request and gets a wage is viewed as profitable."

**Importance / Significance of Labor in Production:**

Work is the major and dynamic variable of creation Labor has vital commitment to the generation of wares. Work is the effort of psyche and body attempted with a view to a few merchandise other than the delight specifically gotten from the work. Like a ware, Labor can't be put away and pulled back from the market for a positive time if the wage offered in low.

Facilitate, Labor is indivisible from worker and must be conveyed expressly, working conditions are of awesome significance. On the off chance that the work environment is amicable and the administration is benevolent hearted, even a lower wage can be adequate. Work has a frail haggling power, in this manner, the business has a high ground in Labor exchanges and the wage given is lower than it is expected.

The supply of Labor can't rapidly conform to the adjustment sought after. The wages in some cases govern higher and at different circumstances lower than need be. As the Labor has no measurable cost of creation, it must be happy with the wage it can get or it gets.

In this way, Karl Marx has said that "Capital is the aggregate state of Labor performed previously. Arrive which has been made for gainful reasons for existing is the essential exertion of Labor". Thus, we can't overlook the significance of Labor in Economics.
Profession

It is defined as a paid occupation, particularly one that includes delayed preparing and a formal capability. It is commonly known as an occupation or practice. It is a kind of employment requiring dominance of complex skills of learning and aptitudes through formal training or potentially useful experience. Each sorted out profession (medicines, law, accounting, and so on.) is administered by its respective industry governed professional body.

The types of profession depend on educational qualifications and the nature of industry. Typically in India there are diverse professions in demand. These will change according to the market conditions, demand and economic situation at any particular time.

Job

The term job has various meanings and definitions as listed below.

- A paid position of regular employment.
- A task or piece of work, especially one that is paid.
- Do casual or occasional work.
- Buy and sell (stocks) as a broker-dealer, especially on a small scale.

A man's job or employment is their role in society. An occupation is a movement, frequently customary and performed in return for installment ("as a profession"). Many individuals have different occupations (e.g., parent, homemaker, and worker).

A man can start an occupation by turning into a representative, volunteering, beginning a business, or turning into a parent. The length of a vocation may extend from brief (e.g., hourly odd occupations) to a lifetime (e.g., judges).
A movement that requires a man's mental or physical exertion is work (as in "full time work"). On the off chance that a man is prepared for a specific sort of employment, they may have a calling. Ordinarily, an occupation would be a subset of somebody's vocation. The two may contrast in that one more often than not resigns from their profession, versus renunciation or end from work.

Jobs can be characterized by their types as listed below:

- Full Time Jobs.
- Part Time Jobs.
- Contractual Jobs.

**Full Time Jobs:**

These are full time jobs and do not allow a person to work at any other place except at a designated place for a fixed amount of time. This can be referred to as ‘full time employment’. Under these conditions, after fulfilling certain conditions (as specified by the organizations) the person may be eligible to get some more additional benefits as their employee. In this case the person has more legal restrictions and less freedom.

**Part-Time Jobs:**

These are part time jobs and do allow a person to work at any other place or do anything at other places after a certain amount of time spent at designated place. This can be referred to as ‘part time employment’. Under these conditions, even after fulfilling certain conditions (as specified by the organizations) the person may not be eligible to get some more additional benefits as their employee. In this case the person has less legal restrictions and moderate freedom (to perform other activities).
Contractual Jobs:

These are contractual type in nature with no bindings or restrictions on both the organization and the person. For the specified period of contract, a person is allowed to do and complete the work is specified period. Once the work and / or period is over the employment does not exists. This can be referred to as ‘contractual employment’. In this case the person has mush lesser legal restrictions and more freedom (to do other work).

For Job the conditions are completely different the business is owned by someone else but is dependent on the people who are working. The people are intelligent and are interested in progression in the hierarchy, so they are putting in efforts to make the owner happy and in return get progression in hierarchy. If they get reasonable growth either by way of carrier progression or extra money by way of extra salary or perks and respect by the colleagues and seniors for putting in the efforts. If this does not happen they will become unhappy and will say that are not getting job satisfaction.

Alternatively it is also required to understand the owners look out towards the people doing job, how they rate the performance on an individual and how they make appraisals of the people.

In this context, we must understand a managerial area of human resource management called PMS (performance management system) where in rating system is devised for individuals for rating the performances.

Let us take a look at Performance Management System (PMS).

The major objective of PMS is to advance and enhance representative viability. It is a consistent procedure where chiefs and representatives cooperate to arrange, screen and survey a worker's work targets or objectives and his or her general commitment to the association.
A viable PMS in the form of an execution administration framework will:

- Be employment particular, covering an expansive scope of occupations in the association.
- Line up with your association's key heading and culture.
- Be commonsense and straightforward and utilize.
- Give a precise photo of every representative's execution.
- Incorporate a collective procedure for defining objectives and surveying execution in view of two-route correspondence between the worker and administrator.
- Screen and measure comes about (what) and practices (how).
- Incorporate both positive criticism for an occupation well done and useful input when change is required.
- Give preparing and improvement chances to enhancing execution.
- Guarantee that representative work arranges bolster the key course of the association.
- Build up clear correspondence amongst chiefs and representatives about what they are relied upon to finish.
- Give productive and ceaseless criticism on execution.
- Distinguish and perceive representative achievements.
- Recognize ranges of poor execution and set up arrangements for enhancing execution.
• Bolster staff in accomplishing their work and vocation objectives by distinguishing preparing necessities and improvement openings.

• Bolster regulatory basic leadership about advancements, terminations, remuneration and prizes.

• Give legitimate documentation to exhibit due constancy for lawful difficulties identified with rejection or vicarious obligation (a business can be held at risk for the demonstrations or oversights by its representatives throughout work).

The foundation of a successful execution administration framework requires time and assets and consequently, the support of the load up, the official chief and other senior administrators. When building up another execution administration handle, an association can strike up an advisory group comprised of representatives, supervisors and board individuals to expand purchase in, comprehension and support for the procedure.

Administration support to follow up on the results of the execution administration process is additionally important to guarantee that great execution is perceived, insufficient execution brings about the essential support or potentially preparing to enhance execution and reliably poor execution brings about a change of duties or end, as proper.

Regardless of whether you are presenting another execution administration framework or on the off chance that you are adjusting a current procedure, it is important that you impart the reason and the means in the execution administration procedure to representatives before it is actualized. Likewise recollect auditing your new execution administration framework after the main year and making modifications as important.

The execution administration cycle: It includes three steps Plan, Monitor and Review
Step 1 — Plan

The arranging stage is a community exertion including both supervisors and representatives amid which they will:

- Audit the worker's expected set of responsibilities to decide whether it mirrors the work that the representative is as of now doing. On the off chance that the representative has gone up against new duties or the employment has changed fundamentally, the set of working responsibilities ought to be refreshed.

- Distinguish and survey the connections between the representative’s expected set of responsibilities, his or her work arrange and the association's objectives, targets and key arrangement.

- Build up a work plan that frameworks the errands or expectations to be finished, expected outcomes and measures or principles that will be utilized to assess execution.

- Distinguish three to five zones that will be key execution goals for the year. The selection of territories might be controlled by the association's key arrangement, by the worker's craving to enhance results in a specific an aspect of their responsibilities, or by a need to underline a specific part of the employment as of now. These are goals that are basic to the general accomplishment of the position. In the event that the worker does not meet his/her basic destinations then general execution will be assessed as inadmissible.

- Recognize preparing targets that will help the worker develop his or her abilities, information, and skills identified with their work.

- Recognize profession improvement targets that can be a piece of longer-term vocation arranging.
Both the worker and director need to approve the proposed work evaluation arrange. A duplicate of the arrangement ought to be given to the representative and another ought to be kept in his or her classified work force envelope.

Setting targets and estimations

Regularly the most troublesome piece of the arranging stage is discovering proper and clear dialect to depict the execution targets and measures or markers of achievement. Directors need to guarantee that the destinations are a decent portrayal of the full scope of obligations completed by the representative; particularly those regular assignments that can require some serious energy however are frequently neglected as critical achievements.

Step 2 — Monitor

For an execution administration framework to be viable, representative advance and execution must be persistently observed. Observing everyday execution does not mean viewing over each part of how workers do doled out exercises and undertakings. Directors ought not to miniaturized scale oversee representatives, but instead concentrate their consideration on results accomplished, and additionally singular practices and group progression influencing the workplace. Amid this stage, the worker and supervisor ought to meet consistently to:

- Evaluate advance towards meeting execution goals.
- Distinguish any boundaries that may keep the worker from finishing execution goals and what should be done to conquer them.
- Share input on advance in respect to the objectives.
• Recognize any progressions that might be required to the work arrange accordingly of a move in association needs or if the representative is required to go up against new obligations.

• Decide whether any additional support is required from the administrator or others to help the worker in accomplishing his or her destinations.

Continuous instructing

Execution administration incorporates training workers to address concerns and issues identified with execution so that there is a positive commitment to the association. Instructing implies giving guidance, direction, and support as required on relegated exercises and undertakings. As a mentor, supervisors need to perceive qualities and shortcomings of representatives and work with representatives to distinguish openings and strategies to amplify qualities and enhance feeble ranges. The part of the mentor is to exhibit abilities and to give the worker input, and consolation while he or she rehearses new aptitudes. Great listening aptitudes with respect to the mentor, together with the capacity to convey legitimate input, are significant. In a training part, you are not anticipated that would have every one of the appropriate responses. The vital energy of any training exchange lies principally in the mentor's capacity to ask the correct inquiries.

Step 3 — Review

The execution evaluation or examination meeting is a chance to audit, compress and highlight the worker's execution throughout the survey time frame.

Self-evaluation is a standard piece of most execution examinations. By utilizing the execution plan and evaluation frame as a guide, representatives can survey their execution in readiness for the examination meeting. This procedure can distinguish holes between the representative's self-
discernments and the perspectives of the director and can take into consideration more top to bottom dialog of these execution focuses amid the meeting.

Directors ought to audit their execution administration notes and documentation created during the time and more adequately surveys the representative's execution. Just issues that have as of now been examined with the representative ought to be a piece of the appraisal documentation and meeting. This will guarantee that administrators manage execution issues when they emerge and that there are no curve balls amid the execution evaluation meeting.

In the execution appraisal meeting, workers and administrators will:

- Condense the work achieved amid the earlier year with respect to the objectives that were set toward the start of the execution time frame. This incorporates catching the key outcomes, achievements and shortages for each of the goals.

- Report challenges experienced amid the year and distinguish territories for preparing or potentially improvement.

- Distinguish and talk about any unanticipated hindrances to the accomplishment of the targets.

The representative and the boss ought to approve the frame. This recognizes inclusion simultaneously, yet not really understanding by worker with the substance of the assessment.

In the event that a worker can't help contradicting any piece of the execution evaluation, furnish them with the chance to join their remarks and record with their execution appraisal frame.
Supervisors must guarantee that the worker gets a duplicate of the evaluation form and the signed copy is placed in the representative's record.

There may be certain limitation of any PMS. Some of the areas of concern in PMS may be:

- The development of rating criteria.
- Collecting unbiased data of performance that is needed to be entered in the PMS software.

If the rating criteria are not developed considering the individuals job analysis and job description then the ratings will give you wrong results leading to either low performer getting high rating or high performer getting low ratings and so high performer becoming unsatisfied with the system.

This chapter presents details such as background of the thesis, objective, research study questions, limitations of the survey etc. It includes the introduction to job satisfaction approaches practiced in general.

### 1.1.1 Background

In Education industry, the institutes are divided in five categories

1. Pre-Primary
2. Primary
3. Secondary
4. Under-graduate
5. Professional courses

B schools are part of professional education and is being given by three types of institutes
I. Government institutes like IIMs

II. Institutes under Government Universities and Private universities giving MBA degree

III. Private autonomous institutes giving PGDMs (Post-graduate Diploma in Management)

Amongst these institutes the admission process for Government and institutes under various universities is handled by the appropriate government machinery, but the private autonomous institutes need to attract students on the basis of their performance in academics and getting jobs for the students i.e. placements. Unless good industry experienced faculties are not teaching in these institutes the students do not become job-ready and so, the faculties and its roles are very important. This has led to an interesting development in B schools; if we start looking for development of major B schools and their popularity (leaving aside the Government owned and operated IIMs) we find that the major growth of B schools is in and around:

- Pune
- Mumbai
- Bangalore
- Hyderabad

When someone starts looking for the reasons behind this, it was observed that following are the key aspects behind it:

- Availability of jobs
- Availability of qualified and industry experienced faculties
- Safe and secure atmosphere
Let us look in to each of these factors in detail to understand the reasons for having their development into modern urban cities.

- **Availability of jobs:**

  This is major aspects for development of any region. For the cities mentioned above they were predominantly known as educational and or industrial hub. These regions may have developed themselves as industrial and education habitats. With establishment of academic, research and industrial establishments these cities have now become industrial hubs of regional development. Presence of good academics as well as large industries has attracted people to these cities for their livelihood. This has resulted in availability of quality manpower. In turn such good availability of manpower has been boon to the industries, research institutions and academia therein. This has created a win-win situation for that city and citizens living therein. Not only skilled manpower but also unskilled manpower has got the advantages of the same. These cities are now ahead in urban development or infrastructure development with the help of such available manpower with them. Collectively this has resulted growth of industries, research organizations and academic institutions in and around these cities.

- **Availability of qualified industry experienced faculties:**

  This is result of growth of industries and institutions. With pleasant weather, affordable weather conditions and easy connectivity across the nation, these cities have become delight for the retired professionals. With considerable domain knowledge and expertise (it may be specific to industry, other manufacturing, service, military, medical, academic or research related), these retired professionals have made themselves available with industry and academia as qualified and experienced faculty members. This has resulted in growth of consultancy services in these cities both in the areas of manufacturing and non-manufacturing sectors. Indeed in last few
years, growth of services sectors has transformed these cities into industry specific hubs. E. g. Bangalore is known for IT (Information Technology), BT (Biotechnology), Embedded Technology, Hardware and Software Industries. Pune is known for educational and research establishments (mostly government owned and operated), and mechanical and engineering industry hub. With the liberal industrial policies, the city of Hyderabad has become R & D (Research and Development) hub for global IT (Information Technology) industries as well as domestic pharmaceutical industries. Mumbai being financial capital of the country is famous as service industry hub, especially a wide range of financial services.

- **Safe and secure atmosphere:**

Public safety and security has developed as a vital capacity for governments over the world. It eludes to the obligation and capacity of the state to guarantee the security of its residents, associations what's more, foundations against dangers to their prosperity and in addition the customary elements of lawfulness. With the greater part the worldwide populace today living in urban territories, safe city is progressively being viewed as basic in guaranteeing secure living what's more, thriving. Wrongdoing, viciousness and dread in urban areas posture noteworthy difficulties. The fundamental standards of good administration must locate an immediate application in any urban security system, gone for decreasing and averting regular issues of, wrongdoing and instability. Safe and secure atmospheres are another aspect that these above mentioned cities offer to their living citizens. Undoubtedly the culture has an important role to play here as all of these cities are viewed seen as ‘cities with cosmopolitan culture’. With almost every city has its own history and cultural heritage it boast lots of positives besides creating employment opportunities.

Presented here are good aspects of Pune city that makes it attractive urban destination. Some of them are as listed below:
• Education Hub:

If you are thinking about Pune as training center point on the premise on number of engineering and medicinal teaching establishments in the city and in the encompassing territory, then let me let you know are thinking about it so for the wrong reason. Savitribai Phule Pune University (SPPU) and some different prestigious foundations - private or government-in and around Pune offer extensive variety of courses with some exceptional courses like Anthropology, Defense and Strategy Studies, Political Science and so on. I saw an interesting however praiseworthy thing in one of the best schools in Pune: The line for admission to The Arts courses was longer than that of for courses to Science stream and cut off for Arts stream was about equivalent to that for Science stream. Some institutions of repute are Fergusson College, Indian Institute of Science Education and Research, Pune (IISER), National Defense Academy (NDA), Film and Television Institute of India (FTII) and so on.

• Secure City:

It is one of the most secure urban communities in India. You can meander unreservedly in midnight in the city of the city with no dread. People can ride back to their home securely and valiantly on their vehicle subsequent to watching the last show for the day (Usually 10.30 pm - 12.30 am) at a multiplex or an auditorium (Punekars do watch Plays/Dramas with more ardency) is extremely normal in Pune.

• Social Hub: Pune is charged as the social capital of Maharashtra as it embodies Marathi culture, which lays accentuation on instruction, expressions and literature, art, artworks, music, and theater. Pune culture mirrors a mix of customs with advancement, alongside facilitating traditional shows.

• Openings for work: The city will open a plenty of openings for work for you on the off chance that you are searching for an occupation in
different divisions running from IT/ITES to Manufacturing, Infrastructure to Management.

- **End of the week Gateways and Famous Places:** You ends of the week/occasions are never exhausting in the event that you like voyaging. In the event that you are vigilant for appropriate goals to make a beeline for amid a long end of the week or for easygoing excursions, the spots around Pune, Maharashtra, India-inside the range of 50 to 60 Km. will never disappoint you.

- **Infrastructure Support:** Pune has seen gigantic development in Infrastructure field in the present decade with world-class private and business tasks being set up in and around the city which gave the city a worldwide stature.

- **Climate:** The atmosphere in Pune is great. It is neither excessively hot amid summers nor excessively frosty amid winter. Such a very much adjusted climate is one reason why individuals who originated from outside Pune never need to leave the city and choose to settle down here. Yet, the rain here is unpredictable to the point that you need to convey an umbrella amid summers too.

In case of above mentioned cities, each of them has such good aspects (advantages) and may be certain disadvantages. Even then these cities (locations) are considered as ‘ideal urban places’.

### 1.1.2 Role of Instruction

The motivation behind instruction in today’s general public is to get ready understudies for the difficulties of life in the vocation world. On account of the various ways to achievement that exist today, unique understudies require distinctive results from their encounters in the instructive framework.
As opposed to teaching a set rundown of capabilities or thoughts, instruction must plan understudies to think fundamentally and select the open doors that they require so as to prevail in their picked ways.

Instruction assumes an awesome part in the life of everybody all through the life. Getting appropriate training is extremely important to get achievement and cheerful life simply like sustenance is essential for sound body. It is vital to live sumptuous and better life. It creates identity of the general population, gives physical and mental standard and changes individuals’ living status. It advances the sentiment physical, mental and social prosperity by giving better life. Great instruction is helpful in nature which develops our future for eternity. It helps a man to enhance his/her status of psyche, body and soul. It gives us loads of certainty by giving us greater part of learning in many fields. It is a solitary and fundamental path to the accomplishment and self-awareness.

The more information we get, we develop and grow more in the life. Being accomplished never just intends to win declarations and great pay from the perceived and rumored association organizations or establishments anyway it additionally intends to be a decent and social individual in the life. It helps us to figure out if something is great or awful for us and different people identified with us. The principal motivation behind getting great instruction is by and large great national and after that being fruitful in individual and expert life. We are deficient without a decent training since instruction makes us right scholar and right chief. In such an aggressive world, training has turned into a need for people after sustenance, dress and safe house. It can give answers for all issues; it advances great propensities and mindfulness about debasement, fear based oppression, and other social issues among us.

Instruction is the most imperative device offers inward and external quality to a man. Instruction is the principal privileges of everybody and equipped for bringing any coveted change and upgrade in the human personality and society.
In giving great level of instruction, instructors assume imperative part. Whatever we learn through our folks and instructors runs with us for the duration of the life which we again pass on to our people to come. The point and advantages of legitimate training is not confined to just individual picks up rather it benefits other individuals of the family, society and nation. Individuals in the general public have distinctive significance, needs and recognitions about the instruction however the genuine importance and significance of it never shows signs of change. The quality of instructions by faculties depends on two major areas:

- Practical knowledge acquired through working in industry
- Motivation levels of the faculty

One cannot have faculties having in-depth knowledge of industrial atmosphere and working without actually working in industry at managerial levels in India because in India academicians do not expose themselves to any kind of industrial experience through research and or consultancy. If we look at the academicians in India their Ph.D.s are not any serious subject connected to environmental conditions or real industrial problems and most of the time it is based more on secondary research that is not connected to Indian conditions.

In India unlike in USA or Europe the faculties do not take industrial jobs during their career nor do they have any consultancy assignments from industry. Most of the academicians are reading books that are written by USA writers on conditions that are true for developed world and not on developing world and the conditions in developing world. So we start looking around popularity and success of B schools we find that most of these institutes are either autonomous and have high percentage of industry experienced visiting faculties.

The industry experienced visiting faculties create a problem of motivation levels and job satisfaction amongst the faculties. These faculties after working
in cut throat competitive working atmosphere in the industry have reached higher position and teach in B school as social responsibility or have come out of industry after reaching a level where only one can get promoted even when all the persons reaching are equally qualified and have come out starting their own consultancy and are doing teaching for additional income and satisfaction through giving out knowledge as social responsibility. Both these types expect high level of respect from the management of B schools, staff of B school and students of B schools.

The other aspect is reasonable compensation for the time spent, after working in the industry their expectations for compensation are on higher side that what universities recommend and that is one reason why these faculties prefer to reach in autonomous students of B schools where the students pay higher fees and management is position to pay higher compensation to industry experienced good faculties. Students give respect only if they like the teaching and faculties accept it either ways but respect from management and staff is a must.

A decent training assists all of us with being autonomous in the general public and get over of the issue of neediness. Many individuals do training enthusiastically and not as a workload. They want to peruse and build up their psyche and expertise. Some recorded individuals like Swami Vivekananda spent their entire life in getting training and sharing learning among destitute individuals of the general public.

1.1.3 Need of Value Training

India has been among the quickest developing economies on the planet in the most recent decade. Notwithstanding, low-quality training is devastating India's development as its rising workforce can't adapt to the requests of a 21st-century economy. Nations like Thailand and Mexico that did not put resources into instruction have attempted to keep up their development, while a nation like South Korea put resources into nature of training to move into a creative economy. India too will get caught in 'center salary', on the off chance
that we don't act with earnestness now to change the nature of instruction conveyed in our nation.

A fantastic training framework is a pre-essential for our nation to accomplish worldwide greatness. For tending to India's instruction emergency, we require unaltering political administration with an unmistakable vision for training that can join the strengths of government, corporate houses and common society associations towards building the country we had always wanted.

Quality in training is an idea which is quickly advancing after some time, however has additionally unique accentuation as per distinctive national instruction areas, societies and diverse players in the instruction framework - understudies, educators, policymakers, the business group, unions, and so on.

Quality training is the instruction that best fits the present and future needs of the specific learners being referred to and the group, given the specific conditions and prospects. The quality idea likewise needs to grasp the improvement of each part's potential in each new era.

Quality training is an instruction that furnishes understudies with the devices to manage and discover answers for the difficulties standing up to humankind. In a changing world this implies what was viewed as quality training yesterday won't meet the standard of what will be comprehended as quality tomorrow. This is especially valid at present in the event that we mull over the fast changes made by new innovations. Quality instruction ought not to be viewed as a procedure of utilization, but rather as a procedure of association amongst instructors and understudies. Training must go for giving understudies the open doors for self-awareness and certainty to adjust to new circumstances and to change these when they think that it's fundamental.

Establishments of advanced education, through their educational modules, are relied upon to give information, know-how, astuteness, and character to the understudies. "Information" empowers them to comprehend what they
realize in connection to what they definitely know, and makes a capacity to sum up stuff from their encounters. "Know-how" takes them outside the conventional approach and enhances their ability to comprehend and empowers them to give their insight something to do. "Knowledge" makes them fit for choosing their professional goals. "Character" improvement is the collective impact of learning, know-how, and insight, combined with inspiration. Character advancement is perceived by specific characteristics, viz., trustworthiness, honesty, activity, interest, honesty, helpfulness, self-regard, and capacity to work alone and in a gathering. In any case, a large portion of the instructive establishments barely give careful consideration to the advancement of either insight or character. Numerous teachers have not created astuteness themselves and consequently hurl their hands at the prospect of giving it to the understudies. They imagine that these components are to be dealt with by another person. Shrewdness and character, the two imperative human Qualities, are best created by making understudies partake in innovative group exercises, wherein they figure out how to set needs, to cooperate, achieve teamwork, and to build up the social aptitudes required in a general public where collaboration is fundamental to achievement.

Many educational institutes as a matter of initiation in to management studies arrange adventure camps where, students are required to go through survival games, team building games, group behaviour games that help them break-up the shackles of traditional learning methods and get in to habit of studying on their own and take out inferences. Some institutes make it a practice of weekly group discussions and debates on current topics that help the students form their opinions on facts and figures rather than hearsay.

In B schools the students need to get exposure to the professional environment and professional behavioral understandings. The exposure to professional environment and behavioral practices can come only through faculties that are having corporate experience and have worked at managerial levels. Faculties may assist students by providing them more exposure to following aspects mainly due to their working experience, industry expertise acquired and relevant knowledge:
• Case studies
• Decisions taken gone wrong/right
• Personality development
• Communication skills
• Maturity levels
• Decision on field of employment to be chosen
• Research abilities
• Enhancing skills to become employable

These are described subsequently.

• Case Studies: It may include practical examples of successfully run businesses or industries that have started from scratch and grown and become successful. It may also include success stories of the entrepreneurs. This knowledge may be useful for students in understanding the challenges in the actual business environment and ways to overcome the same. The faculty members may found it interesting to use case studies. Such case studies may become a strong starting point for developing the students’ investigative, analytical and supervisory skills. The syllabus at business, law, and medical schools has for many years have been based on the analysis of real world cases in the past. Even then the educators specializing in a wide range of areas observed that an ad hoc or unprepared situation study may help (them) in appraising students’ aptitude or skill to understand, analyze, appraise, and utilize knowledge and theories taught in the college and course books. Situations can help them manage and bring to life intangible and different theories by pushing students to make tough choices in complicated circumstances.
• Decisions taken gone Wrong/Right: As stated earlier above, students may gain understandings of any business environment with the help of case study and may further gain more insights such as what went right or wrong in the case study?

• Every case can have many correct and many wrong answers, the correctness and wrongness depends on the internal and external factors affecting the decision maker at that time. A decision that has given correct results and one given time can become wrong in different circumstances. The difference in the internal and external environmental factors can only be understood by industry experienced faculties who have gone through various situations and taken decisions that have gone wrong or right and faced consequences. These cannot be understood by academicians at all.

• Personality Development: The faculty members may impart knowledge about the personality development w. r. t. different behavioral aspects that are significant in regards to organizational effectiveness. This may include diverse aspects such as Leadership Skills, Interpersonal Relations, and Communication within the organizations, Managing the Stress, Group Behaviour and Team Creation, Managing the argument, Performance Evaluation, Managing the Time and Motivation.

• Every organization has different culture and that has major impact on the personalities of the employees. If a person is in a job where he is coming in contact with people from other organizations particularly senior people in multi-national organization he is better exposed to different cultures and behavioral patterns and better understands what is universally accepted good behaviour and good personality trends. If he/she inculcates these trends and starts professing them their personality develops and they become resource of developing personality of others.
• Communication Skills: the faculty members may empower students to be effective communicators by providing them relevant knowledge inputs and also sharpening their skills. This may include details such as communication as a concept, significance of communication, method of communication, styles and forms of communication, communicating effectively and model for communication process, various kinds of communication, obstacles in achieving effective communication, etc.

• Communication is a major area now a day where most of the students are weak. The reason behind this is most of the schools have stopped the practice of paragraph reading by the students in the classroom and the examination pattern has changed from descriptive answers to fill-in-the-blanks and multi choice questions where students have to just fill the blank or tick the right answer, not requiring him to make sentences that needs to have proper grammar and meaning.

• In communication styles the trends keep changing along with economy and impact of foreign powers. Earlier in India we hand impact of British people and we used to communicate in English ways. Then came the Japanese and we inculcated their way of communication styles now it is the time of USA, in USA they pronounce every word in the way it is pronounced in the country of that words origin. So they pronounce French words with French pronunciations and Spanish words in Spanish pronunciations unlike British where every word is pronounced in British way. People who have worked in industry are exposed to latest way of communication and latest jargon that is fashion making the communication more stylish and attractive to everyone. Naturally the students pick-up these new style and impress the interviewers and able to pick-up prime jobs.

• Maturity levels: The faculty members may impart knowledge about attaining the maturity levels that are required in different types of business environments. This may include different behavioral aspects
such as way of interaction and talking with superiors and clients, way of dissemination of appropriate information (disclosure), etc.

- Maturity comes to a person due to his experiencing ups and downs and learning out of it. A person who has worked in industry has higher chances of going through various difficult circumstances and learn out of it and become mature in thought process. This maturity is contagious and students can pick-up the mature thoughts from such faculties.

- Decision on field of employment to be chosen: The faculty members may impart knowledge about deciding the field of employment. The faculty may provide information such as knowledge and scope of the field, future opportunities available from the field in view of changes in the existing business environments, suitable examples of case studies that shows growth and development of the field, etc.

- Research Abilities: The faculty members may impart knowledge about acquiring and gaining research abilities. These are listed as below:

  o Research Skills and Techniques.

  - Recognizing research problems. - recognizing various aspects of the problems, so that research can be carried out to find reasons behind the problems.

  - Decisive thinking and ability to do analysis. - once the data is collected learning to use it for analyzing the problem and deriving conclusions from it

  - Understanding of existing ongoing work. - so that useful contributions can be made towards it
- Research approaches. Understanding various research approaches and choosing the best suitable for a given problem.

- Crucial reviewing. If someone else has left work halfway, learning to review and deciding future course of action.

- Documenting and reporting. Preparing proper reports that are easy to comprehend and understand.

  - Knowing and Understanding the Research Situation.

    - Understanding the research background.

    - Following good research practice. Avoiding methods that may give you faster results but are unethical.

    - Following legal and ethical requirements. Getting in to habit of biding by law and social and ethical practices.

    - Following health and safety related necessities. Ensure that while working hard you are not neglecting own and team members’ health and safety.

    - Justifying research approaches. Justifying research approaches on the basis of facts and rationale.

    - Understanding research funding and assessment. Research is expensive; person should understand the required funding and should be able to justify the expenditure by valuable research findings.

    - Awareness about academic and commercial misuse. One should ensure that the research findings and data can be misused and should be guarded properly.
Research Management.

- Managing and planning your work. Research is required to be finished in decided time limit and that one should be understand and plan it properly.

- Organizing the Data / Information. Data organization is a skill, properly organized data only gives proper useful information.

- Employing information resources. One should be able to locate and use information resources for the research

- Using Information Technology (IT). Understanding use of IT enabled analytical techniques improves analytical skills and speed of analysis.

Individual Efficiency.

- Aptitude to learn constantly and upgrade conducting research makes one aware that plenty of knowledge in untapped and could be learned constantly.

- Creativity and novelty. Researchers mind becomes more open and creative.

- Flexibility and open-mindedness. Research makes you flexible because what you believe strongly is sometimes proved wrong.

- Self-awareness. People become aware of their own capacity and knowledge

- Self-discipline. Research makes you disciplined
- Asking for assistance. When one is unable to get proper resources for the research they ask help from other persons bringing down ego.

- Independent working. For research of secretive type person learns to work on their own.
  
  o Relational abilities.
    
    - Scholarly written work.
    
    - Showing to non-scholastics.
    
    - Scholarly introductions.
    
    - Advancement of open comprehension.
    
    - Instructing, training, and illustrating.
  
  o Group and Interactive Skills.
    
    - Setting up connections and systems.
    
    - Acting as a colleague.
    
    - Giving and accepting input.
  
  o Vocation Management.
    
    - Continuous expert change.
    
    - Building up your vocation advance.
    
    - Recognizing manageable skillfulness.
    
    - Your presentation to industry.
• Enhancing skills to become employable: The faculty members may impart knowledge about enhancing skills to become favorable to the employer. As stated above, this may be in the form of counseling about career management.

1.1.4 Role of Faculty

Part of members is important to this study as well as higher education. Questions such as what inspires the faculty members, why they select the options they want, and what encourages them to remain in their positions represent the issues concerning the researcher. Thus it is very essential to have good idea of teaching staff, their background, their functions and roles, and the influential aspects to which they are subjected to. A basic value of higher education lies within the position and tasks of faculty members. They are responsible for research, teaching, and service, and are anticipated to accomplish these functions (Hamrick, 2003) that are critical in fulfilling the academic goal of their institutions. Each position or function serves as a mechanism for faculty members to share their knowledge with the academic community.

Fulfilling the expectations of the students, management, employers and the institution depends on the motivation level of the faculty members here one has to understand that every B school has two different types of faculties i.e. full time academicians and part/full time corporate experienced faculties. Both these types have their different expectations and motivating them will require a clear understanding of two motivational theories

• Maslow’s hierarchy of needs and

• Herzberg’s two factory-hygiene theory.

Albeit usually known in the human inspiration writing, Maslow's needs chain of command hypothesis was one of the principal speculations to analyze the essential donors to occupation fulfillment. The hypothesis recommends that
human needs shape a five-level pecking order (Figure 1) comprising of: physiological needs, security, belongingness/love, regard, and self-realization. Maslow's order of necessities hypothesizes that there are fundamental needs that should be met first, (for example, physiological requirements and wellbeing), before more perplexing needs can be met, (for example, having a place and regard).

Maslow's needs chain of importance was created to clarify human inspiration all in all. Be that as it may, its primary occupants are relevant to the work setting, and have been utilized to clarify work fulfillment. Inside an association, budgetary pay and human services are a portion of the advantages which help a representative meet their essential physiological needs. Wellbeing needs can show itself through representatives feeling physically safe in their workplace, and also professional stability as well as having appropriate organization structures and arrangements. At the point when this is fulfilled, the representatives can concentrate on feeling just as they have a place with the working environment.

**Figure 1: Maslow’s Five-Level Hierarchy**
This can come as positive associations with partners and directors in the work environment, and regardless of whether they feel they are a piece of their group/association. Once fulfilled, the representative will look to feel as if they are esteemed and increased in value by their associates and their association. The last stride is the place the representative looks to self-complete; where they have to develop and create with a specific end goal to end up all that they are equipped for getting to be. In spite of the fact that it could be viewed as particular, the movements starting with one stage then onto the next all add to the procedure of self-completion. In this manner, associations hoping to enhance representative occupation fulfillment ought to endeavor to meet the essential needs of workers before advancing to address higher-arrange needs.

Be that as it may, all the more as of late this approach is turning out to be less prevalent as it neglects to consider the intellectual procedure of the worker
and, as a rule, needs experimental supporting proof. Likewise, others have discovered blame with the last phase of self-realization.

The absence of an unmistakable definition and theoretical comprehension of self-completion, matched with a trouble of measuring it, makes it hard to gauge what the last objective is or when it has been accomplished.

The Maslow's hierarchy theory becomes applicable to the corporate experienced part time /full time faculties and the Herzberg theory becomes applicable to the full time academicians. However, the emphasis on roles varies widely among institutions.

According to Maslow's theory (hierarchy of needs) there are five levels of requirements. These requirements are Physiological, Safety, Love and Belongingness, Esteem and Self-actualization.

The first level is the physiological kind of requirements. These are fundamental requirements to live such as food, water, clothes, sleep (rest), and shelter (housing). As the experienced faculty has reached considerably higher level of management or at least senior middle level management position they are well settled in their life and are not worried about basic needs.

The next requirements level is security. This indicates that the person's environs is safer to them or their family. Safer the surroundings means more stability. Security may include financial stability so that there is no financial disturbance in the future.

This sense of security may be developed by formulating appropriate retirement package, offering assured job posting, and other related benefits. The faculties have also crossed this level of motivation and are safely placed in their life. What they need is a regular income that can help them maintain their position in the society and life style.
The third level of requirements is affiliation. This is about the requirement to feel a sign or sense of belonging. In professional world, this could be a feeling of inclusion in a team as though they are a part of team. It is always seen that ‘acceptance by others’ is always desired by the people. Because the faculty has spent longer time in corporate world at various locations and have come and settled in the city where they are teaching because of their children’s higher education or for retirement, they may or may not have friend circle, the faculties for social groups amongst themselves and like to satisfy the social need. It is seen that the corporate experienced part time / full time faculties have already achieved all the need levels as suggested by Maslow.

The top two levels are of most importance to this category of faculties’ viz. Esteem and Self-actualization. They mainly look for self-respects and the respect of others. Also they are looking for fulfilling one's potentialities thus seeking to achieve self-actualization. The fourth level of requirement is referred to as esteem. Esteem means respect.

In order to fully get aware of this level, one must have a higher picture about them and must consider the self-respect. This requirement level has two parts: viewpoint of self-esteem, and want for respect from the society. The esteem need can be satisfied by ability to maintain a car (probably a servant driven), may be able to dine at good restaurants or five-star hotel, travel in air-conditioned comforts or fly from place to place.

These expenses cannot be done out of savings and so they expect the remunerations to be reasonable good to indulge in such activities that can satisfy esteem needs.

The next level of requirements is self-actualization. This level is defined as someone has achieved all the things in life that they want to achieve. In other words, the other four levels of requirements are satisfied. This particular level mainly puts emphasis on the person's ability (to achieve the desired things). Thus, Maslow theory states that nobody is entirely reached to the self-actualization level.
People make efforts to be better and may use their ability, skills in innovative ways. This is important to inspiration as a person must be inspired to accomplish their requirements and try hard for the next level until they reach self-actualization. These requirements inspire humans to think about themselves and breathe a rich life.

This is otherwise called Two-Consider Hypothesis. Frederick Herzberg's two-figure theory (generally called aide cleanliness speculation) attempts to clear up fulfillment and inspiration in the work environment. This theory imparts that fulfillment and dissatisfaction are driven by various parts – inspiration and cleanliness variables, autonomously.

A worker's inspiration to work is innovatively identified with occupation fulfillment of a subordinate. Inspiration can be viewed as an inside impel that drives people to achieve individual and complete goals.

Inducing factors are those parts of the business that make people need to perform, and give people satisfaction, for example achievement in work, affirmation, headway openings. These impelling factors are thought to be trademark for the occupation, or the work did. Cleanliness factors fuse parts of the work environment, for instance, pay, association game plans, supervisory practices, and other working conditions.

While Herzberg's model has enabled much research, investigators have been not ready to reliably precisely show the model, suggesting that Herzberg's one of a kind arrangement of the model may have been a methodological old irregularity. Additionally, the theory does not consider solitary complexities, of course anticipating all laborers will react in an undefined approach to changes in pushing/cleanliness segments. Finally, the model has been reproached because it was not prepared to demonstrate how impelling/cleanliness components are to be measured.
Herzberg's two factor hypothesis proposes that employment fulfillment and disappointment are not two inverse finishes of a similar continuum, but rather are two particular and, on occasion, even inconsequential ideas. "Inspiring" elements like pay and advantages, acknowledgment and accomplishment should be met all together for a representative to be happy with work. Then again, "cleanliness" elements, (for example, working conditions, organization strategies and structure, employer stability, connection with partners and nature of administration) are related with employment disappointment.

Figure 2: Graphical Representation of Herzberg's Description of Satisfiers and Dissatisfiers

Since both the cleanliness and motivational elements are seen as free, it is conceivable that workers are neither fulfilled nor disappointed. This hypothesis proposes that when cleanliness variables are low the representative is disappointed, yet when these components are high it implies the worker is not disappointed (or impartial), but rather not really fulfilled. Regardless of whether a worker is fulfilled is subject to the spark elements.
In addition, it is felt that when inspirations are met the worker is thought to be fulfilled. This partition may help in representing the multifaceted nature of a representative’s emotions, as they won’t not feel both fulfilled and disappointed in the meantime; or neither fulfilled nor disappointed.

While the Spark Cleanliness hypothesis was critical in first recognizing work fulfillment from disappointment, the hypothesis itself has gotten minimal observational support. Herzberg’s unique review has been scrutinized for having been led with a powerless strategy. Accordingly, ensuing endeavors to test this hypothesis have gotten blended outcomes with a few scientists supporting it and others not.

Herzberg’s two factor model or proposition is applicable to full time academicians. According to this approach, various aspects resulting in job contentment (motivators) are different from those aspects that may results in unhappiness (demotivators) in the job. The approach further suggests that growth requirements are the only real inspiration of the employees. Employees are inspired by the presence of encouraging factors, but not satisfied by presence of motivators but get dissatisfied by presence of demotivators.

Herzberg’s two factor proposition is about the aspects having an effect on people’s way of thinking about work. This even mentions that elements such as organization policy, regulation, one-to-one interaction, operational surroundings, and salary are hygiene factors rather than inspiring ones (the motivators). They collectively work as motivators or demotivators depending on how they are handled. According to this approach, non-existence of such hygiene factors may result in unhappiness about job, but their presence merely does not result in getting the satisfaction.

It is also stated that inspiring aspects are elements that enhance a person’s job. Particularly, these are elements that were solid foundations of work contentment. These are accomplishment, appreciation, the effort itself,
accountability, and progression. These encouraging elements (satisfiers) are linked with continuing constructive effects in work execution while the hygiene elements (non-satisfiers) will result in only short-term changes in work perception and functioning. For the employee to be inspired, they must feel personally accountable for the products produced from the job. This feeling will certainly push them or encourage them to work harder so as to achieve their desired personal goals, as well as the goals of the organization. It is also required that the employee must feel like the work that they are doing is meaningful and enriching.

In order to do this and to address the different types of factors, a manager might want to consider the following (referred as motivators)

- Assign specific tasks to workers so that they can become (trained) professionals.
- Moderate some job controls.
- Introduce new and more thought-provoking tasks.
- Offer more job freedom or more authority to workers.
- Regular reporting directly by workers (not through middleman).
- Provide workers complete support system of work to produce.
- Increase worker accountability for their work.

The primary task of higher education is teaching. Faculty members facilitate the learning process of students, but they are also expected to stay current in their field of study. Some institutions insist on the faculty for the knowledge creation in their field. As a result, conflicts may occur for faculty members between their roles of research and teaching. However, regardless of institutional classification, the role of teaching is consistent among faculty, whereas research and service roles may not be interpreted in the same light.
The teaching function thus has preference over the research and service functions at some educational institutions (viz. open-minded arts academies, provincial universities, and societal institutions). In this case, teaching takes up most of the faculty's time. However, at research-based institutions/universities, some faculty members hold research-specific or research-oriented postings. In this case, others are supposed to do teaching as well as the research activity. In these institutions, it is thought that teaching is not much prominent as compared to research. Thus it gets a lesser reward as compared to any research activity or securing external funding for projects.

Larger institutions perceive that research and knowledge creation are integral and important part of their task, but faculty with high tech research projects are more loyal to their domain and domain related groups than to their employing institutions. In contrast, research tends not to be a crucial goal at community colleges and virtual universities, which tend to emphasize the service role—an attempt to give back to the community. In this case, teaching remains the main role of the faculty, but often their educational activities are supporting and serving local society. Some kind of service-related commitment is expected from the faculty, although senior faculty members (with proven track records), may be exempted from such service-related commitments. This will enable them to focus on research and teaching. Although some service-related commitments are treated as high-status and financially rewarding, research and teaching gets more respect as faculty member's advance through the ranks.

1.1.5 B-School Scenario in India

Management education has its own significance in today's dynamic and competitive business environment. This is mainly because everything changes so fast here that it makes it difficult for organizations to sustain and beat the increasing competition. This has resulted in the requirement of business schools having new thinking and teaching approaches. This includes imparting appropriate education to students, which reflects the changes in the
society. Also, it is advised to have industry academia interactions and associations on long term basis on periodic basis.

Existing structure of Indian Management Education is classified into following groups:

- Indian Institute of Management (IIMs) established by legislature of India.

- College Departments of Management studies, separate, correspondence and low maintenance courses also.

- Schools and foundations subsidiary to colleges.

- Private or Govt. Establishments endorsed by All India Council for Technical Education (AICTE).

- Private Institutes or schools not subsidiary to any colleges are not endorsed by AICTE.

- Private schools or Institutes offering MBA courses in India in a joint effort with remote colleges where degree and recognition authentications are granted by the outside colleges.

B-Schools in India are required to go through thought process and visualize the future or relevant trends. This is required so as to ensure that the output of these B-schools will be enough competent to meet future functional requirements and demands of universal market, even though organizations may operate only in restricted geographies. Upcoming test for these management educators may be development of appropriate degree of proficiency and skills amongst the students so that they were able to fulfill the requirements of the new generation organizations.

New generation organizations will definitely look for newer skills and proficiency levels in their prospective workforce. These can be derived from
collective learning from one another and also from collective experience gathered. In order to provide international knowledge and exposure, it may be suggested that the management institutions making investment on international faculties. This initiative may result in providing a prospect to students to know, learn and understand about other nation's trade environment, society, tradition & related aspects. Thus educators may take inventive paths, be open and quick to respond to the order dictates of the varying circumstances.

Indian economy with its continuing growth has increased the importance and significance of Indian management education institutions today. These institutions are increasing over the years as they provide undergraduate and postgraduate degree and diploma courses in management, with assured service contracts based on certain terms and conditions. The MBA degree and diploma has its own appeal and charm amongst the students. This has increased the demand for good management institutions in India. Now it is observed that, the government and private sector are coming together in this higher education sector, to impart better education, improve quality of education and provide other infrastructure support.

**Management Education scenario is changing in India today.**

Management education holds the pride of place for millions of students who aspire to lead and build businesses. Generally, MBA curriculums have largely been structured around enhancing cognitive abilities. Entry to almost every big business school is governed by the daunting CAT exam-where one's mathematics and science skills are put under intense scrutiny.

The interest of e-commerce and internet companies in B-school campus placements is new-found; as late as two years ago, they were mostly focusing on hiring technical talent. With these new players now on board, it is imperative that business schools think ahead and build leaders capable of troubleshooting for new-age companies.
Today's industry is demanding and looks for people with communication and leadership skills, analytical thinking, integrity, adaptability and problem-solving skills. The strength of its alumni network is another factor that the B-schools and marketing for themselves today.

It's evident that industry and management schools will have to work together to change the rules of the game. Business schools are recognizing the change. The established players are constantly seeking more partnerships with industry.

As B-school students increasingly opt for new-age sectors with their hefty pay packages, traditional sectors will have to find ways to attract and retain talent. Axis Bank now runs a programme which gives new hires a chance to work with and gain from in-house top talent through a system of rotation across different business functions. The bank also has a tie-up with ISB to hire women leaders in mid-level leadership roles.

It is felt that e-commerce has been an important mainstay driving the market it is predicted that this will remain as growth driver in the years to come. Also it is felt that the future market will be driven by the sectors with combination of finance and technology. This is mainly due to advent of mobile wallets, payment banks and small finance banks which will inevitably look towards top B-schools in the not-too-distant future to supply them with an assembly line of new talent.

In the internet-spawned era of new business, it is evident that the role of analytics will grow-and that's what business schools are gearing up for.

Faculties across B-schools are looking beyond the lecture format and adding game-based case studies and simulated exercises to their repertoire.

Clearly, business schools are changing, but they will have to be much more agile to meet the needs of a fast growing and changing economy like India.
The maximum number of B schools are found to be in four states of India amongst them Maharashtra is leading in many ways due to safety security of the students joining in these institutions, no language barrier and multi cuisine food availability. The four states are:

- Maharashtra
- Karnataka
- Andhra Pradesh
- Haryana

Some part of Uttar Pradesh bordering NCR has many B schools but UP cannot be considered as a whole because rest of UP does not show many B Schools. Growth in B schools is directly connected to nearness of industry, availability of corporate experienced faculty and proper infrastructure and establishment of industries in the region. These four states provide it and so they show higher number of B schools.

In this context it will be interesting take a note of All India Study on Advanced Education (AIAE), a study undertaken on periodic basis.

AIAE study is about advanced education establishments in India. Respondents to this survey are universities, colleges and independent or deemed institutions. This study is done on purely voluntary basis, and is mainly depend upon inputs from these motivated respondents. This study is without any compulsory documentation.

This study may be seen as collective task done by various agencies such as State Governments, Regulatory / Statutory Authorities and the related Ministries.

The study primarily collects information about several parameters. Some of these parameters are basic information, about the education course, teaching
and non-teaching staff, enrollment of students, performance in examination, support infrastructure available, and about scholarships and financial data, etc.

AIAE overview covers all the advanced education establishments of the nation including Colleges, Universities and Remain solitary foundations. The whole overview has been deliberate, in view of inspiration of respondents; and with no statutory command set up for gathering data of this nature. It needs an Overview like this to draw out the right and finish photo of the framework so that important insights are accessible to the Focal Government and in addition State Governments, with a specific end goal to devise future approaches.

The overview is additionally one of a kind as in it is a participatory exertion between State Governments, Administrative Statutory Specialists and the Services of the Legislature of India. The study assembles and oversees measurements specifically online from respondent organizations.

The primary things of information gathering under overview are Essential points of interest, Course subtle elements, Educating and Non-Showing staff, Understudy Enrolment, Examination Result, Foundation, Grants and Money related, and so on.

As indicated by the AIAE 2013-14 discoveries, there is probability that the objective of 30% GER by 2020 as imagined in twelfth Arrangement would be accomplished. The study additionally highlighted that endeavors have been made to build number of female instructors in advanced education. It is recommended that State colleges in conjunction with administrative bodies like AICTE ought to endeavor to refresh educational modules, which may incorporate industry investment; utilization of ICT empowered training, coordinated effort with universal associations to make instruction more dynamic and increment employability.
1.1.6 Indian Education Industry Overview

As stated earlier, ongoing growth of India’s economy has increased the importance of both service and manufacturing sectors. In this context, with the established base of people seeking education, the education sector has become more active in recent past. There are a variety of reports on this sector published by various research institutions, industry associations and private consultants.

With this background, it will be interesting to look at the overview of the Indian education Sector, published by India Brand Equity Foundation (IBEF). Some excerpts from the report are presented here.

India has distinctive position in the worldwide training industry, with excess of 14 lakh schools with about 23 crore understudies selected and about 37,000 advanced education foundations. India do have large advanced learning frameworks and systems in place firmly.

India has turned into the second biggest market for e-learning after The America (USA). This segment is estimated now at US$ 3-4 billion, and is relied upon to touch US$ 50 billion by 2020.

Market Size

The education sector in India will show significant development in near future. Advanced learning framework in India has experienced quick extension. Right now, India's advanced education framework is the biggest on the planet enlisting more than 80 million understudies while in less than two decades, India has figured out how to make extra limit with respect to more than 50 million understudies.

India's IT firms are working with scholarly foundations and setting up in-house establishments to prep the correct ability as these organizations move to
Online networking, Portability, Examination and Cloud (SMAC) advancements.

Ventures

The aggregate sum of Outside Direct Speculations (FDI) inflow into the training segment in India is about US$ 1,300 million from April 2000 to March 2016, as indicated by information provided by Department of Industry Policy and Promotion (DIPP), Government of India.

The instruction and preparing division in India has seen some real speculations and advancements in the current past. Some of them are:

- Indian government is planning to increase computerized proficiency to no less than 50 for each penny of Indians from at present 15 for each penny over a time of next three years.

- Training and abilities advancement firm NIIT has joined forces with US-based edX to offer online courses from driving worldwide colleges including MIT and Berkeley to around 5 lakh individuals throughout the following three years.

- Byju's, a training innovation start-up, has raised US$ 50 million from the Chan Zuckerberg Activity, established by Facebook originator Check Zuckerberg, and existing financial specialists Sequoia Capital, Sofina SA, Light speed Wander Accomplices and Times Web Ltd.

- India and Germany have consented to an arrangement on professional instruction and aptitude advancement with a financial plan of US$ 3.37 million, which will help make and enhance agreeable work environment based professional preparing in India's modern groups.

- Cisco Frameworks arrangements to put US$ 100 million in India throughout the following 2 years, will be utilized to finance early-stage and development organize organizations in the nation, open six new
advancement labs, three focuses of skill and prepare around 250,000 understudies by 2020.

- Neev Information Administration Pvt. Ltd, which offers on the web and classroom-based accreditation courses under the brand name Edu Pristine, has raised US$ 10 million from Kaizen Administration Counselors and DeVry Inc., which will be utilized to build its course offerings, and increment its nearness to 15 urban areas the nation over.

- BRS Wanders and Possessions Ltd, claimed by Abu Dhabi-based extremely rich person Mr. B R Shetty, arrangements to put US$ 1.8 billion in Amaravati in the condition of Andhra Pradesh crosswise over ventures in human services, tourism, cordiality, framework, and training division.

- Byju's, a training innovation start-up, has raised US$ 75 million from US-based funding firm Sequoia Capital and Belgium-based speculation firm Sofina, which will be utilized to enhance content conveyance, extend item pipeline, dispatch in new markets and keep on building its ability pool.

- US based multinational innovation major Intel Enterprise, has banded together with Extramarks Instruction, an advanced learning arrangements supplier, to tap the US$ 40 billion tuition based school segment in India and in this manner give improved learning arrangements and stretch out processing advances to understudies and schools in the nation.

- EdCast, an innovation instruction start-up situated in Silicon Valley, arrangements to put up to US$ 50 million in training based innovation and tie-up with around 500 instructive establishments to fabricate advanced substance and educational programs for instructive organizations in India.
• Tata Trusts, part of Tata Group, has entered into a vital association with electronic free learning gateway, Khan Institute, and looks to utilize innovation to give free training to anybody, anyplace in India.

• Venture capital store Sharpness has put resources into two Hyderabad-based instruction new companies—Ignis Professions (US$ 250,000) and SEED (US$ 650,000) — working in the ease school training space.

• Anuna Training, an accomplice to National Abilities Advancement Organization (NSDC) has declared the eEntrepreneurship Program in a joint effort with eBay India. Anuna Instruction will prepare business person to offer their items on eBay comprehensively in a joint effort with eBay India alongside a pragmatic preparing on the best way to pitch the items to worldwide purchasers.

• The Confederation of Indian Industry (CII) has propelled Strategic Manufacturing Skill Council (SMSC) to prepare workforce for barrier gear producing, send building and repair, country security hardware and other firefighting hardware.

• Central Board of Secondary Education (CBSE) has commanded the arrangement of a unique instructor for kids with learning incapacities so they could be acclimatized with different understudies. This order came as a piece of "comprehensive practices" logic of CBSE and strict rules of ‘Appropriate to Instruction” Act.

• In an endeavor to enhance human services foundation in West Bengal, nine new restorative schools will be opened, out of which five will be government-run while the other four will be set up under Public Private Participation (PPP) plan.

The Education Sector – Government Initiatives
Listed here are a portion of the other real strides considered by Government of India for the change in training/education area.

- The Union Budget 2016-17 has included after arrangements for development in the instruction division:
  
  o Making of the instructive establishments as world-class organizations: 10 in broad daylight segment and 10 in the private area.
  
  o Encourage the business enterprise among Timetable Position/Planned Tribe (SC/ST) people group. A plan is presented for the same. Conspire estimate Rs 500 Crore (US$ 74 million).
  
  o Creating Computerized Archive Framework for all the school leaving declarations and recognitions.
  
  o More assignment is accommodated advanced education. About Rs 1,000 Crore (US$ 147 million) has been apportioned for advanced education part.
  
  o Development of around 1500 multi-expertise improvement focuses is arranged in the staged way. About Rs 1,700 Crore (US$ 250 million) venture is apportioned for this arrangement.
  
  o Thrust to give quality instruction. Around 62 numbers of new Jawahar NavodayaVidyalayas (JNV) will be built up.
  
  o It is wanted to dispatch Advanced Education plot. The said plan will plan to cover around 60 million extra provincial families.
- Pradhan Mantri Kaushal Vikas Yojna (PMKVY) is propelled. The goal of the said plan is "to aptitude 10 million adolescents" in the following three years.

- Government of India arrangements to make advanced database of records. It will incorporate digitization of scholastic records, for example, degrees, recognitions; check sheets, movement testament, and expertise authentication, and so on at one place. These might be put away from optional to tertiary-level establishments into a National Scholarly Storehouse (NAD).

- Human Asset Advancement (HRD) Service in relationship with the private division arrangements to open Indian Establishments of Data Innovation (IIITs), through Open Private Association (PPP). These will be situated at Nagpur, Ranchi, and Pune. The private area incorporates privately owned businesses, for example, Tata Engines Ltd, Tata Consultancy Ltd and land firm Hubtown Ltd.

- Government of India has consented to a financing arrangement with The World Bank. This is for Madhya Pradesh Advanced education Quality Change Extend. The venture is gone for enhancing understudy results, particularly of distraught gatherings in those Advanced education Organizations (HEIs) and expanding the productivity of the advanced education framework in Madhya Pradesh. The said extend has Worldwide Advancement Affiliation (IDA) credit of US$ 300 million.

- Government of India has arrangements to set up cutting edge research and preparing organization in substance designing. The said organization will offer, give and bolster an extensive variety of administrations to organizations in innovation, plan and testing. Likewise it will prepare specialists and researchers through its different focuses which will be situated in various parts of the nation.
• National Ability Improvement Partnership of India (NSDC) has marked a Notice of Comprehension with Place for Exploration and Modern Staff Execution (Fresh), India for investigating national and universal open doors in order to fortify aptitudes advancement situation in India. NSDC was set up under an Open Private Organization advanced by the Service of Fund, Administration of India.

• India and Australia looking for relationship of each other in the zone of training. Territories of common enthusiasm for advanced education and research are specialized and proficient instruction, schools, professional training and preparing. In perspective of this, both the nations have signed an agreement in such manner.

• Skill India activity – ‘Kaushal Bharat, Kushal Bharat’ is the trademark given by Leader Mr. Narendra Modi. Under this program, the administration arranged an objective of preparing around 40 Crore subjects by the year 2022. This will empower the nationals to make them work prepared with the goal that they can discover occupations of their interests. The said program additionally incorporates other sub-plans, for example, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Aptitude Advancement Mission, National Approach for Expertise Improvement and Business enterprise 2015, and the Ability Advance plan.

  o As expressed by the Administration, PMKVY is the real plan or program under the Ability India Activity. The said program incorporates arrangement of motivations to those with aptitude preparing. This will be given on fruition of preparing to the members, regarding money related prizes. Throughout the following year around 24 Lakh Indians are accepted to have advantages of the said plot.

  o Development of National Aptitude Improvement Mission is primarily intended to assist the execution of talent identification
nationwide by providing a wide spread support system across all the states.

- National Arrangement for Ability Improvement and Enterprise 2015 is considered as India’s initially coordinated program. The said program is gone for advancement of aptitudes and advancing business enterprise all the while. The dream of this program is to aptitude the Indian youth quickly with exclusive expectations and in the meantime advance business enterprise hence making riches and beneficial work for the natives.

- Skill Credit Plan is intended for dispensing of advances. The measure of credits to dispense ranges from Rs. 10,000 to Rs. 150,000. These will be dispensed to around 36 Lakh Indians those want to build up their aptitudes in the following five years.

**Way Forward**

Different government activities are being received to support the development of separation instruction showcase, other than emphasizing on new training strategies, for example, E-learning and M-learning.

Training segment has seen a large group of changes and enhanced money related costs as of late that could change the nation into an information asylum. With human asset progressively picking up noteworthiness in the general improvement of the nation, advancement of training framework is relied upon to remain the key concentration in the present decade. In this situation, framework interest in the training segment is probably going to see a significant increment in the present decade.

In addition, accessibility of English talking tech-taught ability, popularity based administration and a solid lawful and licensed innovation insurance structure are empowering influences for world class item improvement, according to industry experts.
The Administration of India has made a few strides including opening of IIT's and IIM's in new areas and also distributing instructive awards for research researchers in most government organizations. Moreover, with online methods of training being utilized by a few instructive associations, the advanced education segment in India is set for some significant changes and improvements in the years to come.

1.1.7 Higher Education in India: Vision 2030

Exhibited here are a portion of the highlights of the provide details regarding Training sector in India.

By 2030, India will be among the most youthful countries on the planet. With around 150 million people in the school going age assembles; one in every four graduates on the planet will be an aftereffect of the Indian propelled instruction system.

In the course of the most recent two decades, India has amazingly changed its advanced education scene. It has made far reaching access to ease excellent college training for understudies of all levels.

With all around arranged development and an understudy driven learning-driven model of instruction, India has bettered its enrolment numbers as well as has drastically upgraded its learning results.

A separated three-layered college framework – where every level has a particular vital goal – has empowered colleges to expand on their qualities and cook crosswise over various classes of instructive needs. Assist, with the successful utilization of innovation, India has possessed the capacity to determine the longstanding strain amongst magnificence and value.
India has likewise embraced huge scale changes to better staff understudy proportions by making instructing an alluring profession way, growing limit with regards to doctoral understudies at research colleges and delinking instructive capabilities from educating qualification.

The street to advance: 2013 to 2030

As of late, India has attempted enormous auxiliary and administrative reforms that have begun to provide results.

Highlights of India’s instruction part

- India is the single biggest supplier of worldwide ability, with one in four graduates on the planet being a result of the Indian framework.

- India is among main 5 nations all around in referred to research yield, its exploration capacities helped by yearly Research and development spends adding up to over US$140 billion.

- India is in the fourth cycle of its exploration fabulousness structure, with no less than a 100 of Indian colleges contending with the worldwide best.

- About 23 Indian colleges are among the worldwide main 200, going from none two decades back.

- In the most recent 20 years alone, 6 Indian learned people have been granted the Nobel Prize crosswise over classifications.

- India is a provincial center for advanced education, drawing in worldwide learners from everywhere throughout the world.

- The nation has expanded its GER to half while likewise diminishing dissimilarity in GER crosswise over states to 5 rate focuses.
• The Indian advanced education framework is necessities daze, with every single qualified understudy getting budgetary guide. 66% of all administration spending towards advanced education is spent on people, including staff and understudies.

• India's monstrous open online courses began by a few first class look into colleges, by and large select 60% of the world's whole understudy populace.

• Indian advanced education foundations are represented by the most noteworthy norms of morals and responsibility, with each and every one of them being companion assessed and authorize.

1.1.8 Indian Advanced Education at Intersection

India to wind up distinctly a noteworthy worldwide player in instruction segment expected to investigate (practical evaluation) of its instructive framework and work towards quality improvement.

Instruction is the prime mover of the general public. It decides the part and approach for the modernization of society and the country on the loose. Since "improvement" is the popular expression for the headway of our country, the nature of our instruction is of fundamental significance alongside get to and value to tap rich profits from our statistic capital. Advanced education must be surveyed from a more extensive point of view with regards to different sorts of changes in the small scale and full scale condition. With globalization and progression, we are players in the worldwide field. We have to relook at the substance of our instructive framework and the nature of educational programs exchange, innovative work to upgrade the nature of training through a successful quality administration framework.

Quality Situation
There is gigantic quantitative extension of advanced education establishments since freedom. However the quality is disintegrating. It is normally watched that on a normal, Indian schools and colleges don't play out an estimable employment and are certainly not world class. An investigation of foundations uncovers that exclusive a small amount of them are licensed amid a traverse of 20 years. There is no program accreditation aside from the specialized organizations. The outlook of the vast majority of the advanced education establishments is to embrace a free enterprise approach with no desire or inspiration to accept extra obligations for quality change.

There are numerous quality crevices as for educational modules outline and advancement, instructing, learning and assessment, explore consultancy and expansion, foundation and learning assets, understudy support and movement, administration, administration and authority.

Innovative work is the weakest connection in the advanced education framework. Developments in advanced education framework are extremely inconsequential. No big surprise, disregarding the expansive number of advanced education organizations in the nation, we don't figure in the initial 200 world class foundations by the master positioning offices.

**Quality Administration Framework: the necessities to change**

Indian advanced education framework may needs changes in perspectives, for example,

- The enlistment rates must be fundamentally enhanced to achieve the status of a created country (around 30% to 50%).

- Financial assets must be upgraded for the vast number of state foundations.

- Teacher quality should be upgraded through different preparing alternatives.
• Appropriate professional training programs pertinent to the necessities of the general public must be distinguished and actualized to upgrade employability of graduates.

• Utilize assets ideally for scholarly development and brilliance.

• Fortify existing establishments to make them more profitable endeavors with reference to an understudy's scholarly development and professional success.

• Better usage of ICT framework in scholastics and organization.

• Curriculum to meet the worldwide difficulties through the abilities and aptitudes created among the under-studies.

Industry frequently feels that graduates are not employable. The instructive arrangement of the nation needs to deliver learning specialists who are aggressive and imaginative. Subsequently, it is anything but difficult to gather that a large portion of the current advanced education foundations which concentrate on the accomplishment of a discrete collection of authority learning is no longer significant. Managers now need their workforce to be adaptable and inventive, requesting them to be fit for adapting new aptitude and procure significant learning as the need emerges.

Instructive organizations in this manner, must set up an Exploration Consultancy Center including personnel, experts, understudies and industry, where chip away at couple of advances and disclosure is encouraged. The concentrate must be on economically practical research and consultancy.

**Quality Framework**

The Advanced education framework might be required to have more concentrated on the significance of value appraisal, confirmation and
upgrade. The progressions in advanced education ought to be significantly more responsible to every one of their partners, not minimum to the understudies.

**Challenges**

- Higher training foundations ought to experience a consistent need appraisal. They ought to evaluate the real prerequisites of partners of the advanced education framework, keeping in mind the end goal to detect their evolving needs, desires and view of the powers driving the change. They need to have a viable administration data framework to empower them to settle on fast and applicable choices.

- Students are urged to be dynamic members in the learning procedure. In this way, there ought to be more understudy center in the educational modules, educational modules exchange and other administration viewpoints.

- Students need to create basic intelligent intuition aptitudes, the capacity to make one's own educated judgments in a world in which various instructive results like complex psychological abilities, capacity to apply obtained learning of complex life issues, energy about human contrasts, functional capability aptitudes and a lucid coordinated feeling of character, and so on exists.

- Promoting employability of graduates is a key. Work experience can be extremely significant in helping understudies to acquire the correct introduction. This would upgrade the attractiveness of the instructive projects.

- Prospective understudies contrast as far as their money related abilities. In this manner differential charge structure and accessibility of assistantship/grant/advance and so forth ought to be extremely valuable.
• The selection of data innovation both in scholastics and organization is an absolute necessity. Data and correspondence advances through the web and satellite transmission have opened up roads of improvement in instructive conveyance modes which ought to be locked in by all organizations.

• The part of the instructor will change to a facilitator. Just a facilitator would have the capacity to enhance an understudy's receptivity to learning, by affecting their impression of nature, breaking points, sureness and utility of information.

• It will require a productive and powerful administrative framework through projects of human asset improvement. It will likewise require an altogether different basic leadership structure from the present assortments of the college. Subsequently, it will require a radical change in the structure and constitution of its administration bodies, if basic leadership gets to be time bound and professionally situated.

• The colleges need to end up distinctly sensible in size. Its traverse of control must be diminished with more decentralization. With decentralization, self-rule of the schools, and even divisions of colleges, should be advanced while guaranteeing responsibility. This presumably is the best way to make the framework compelling in all regards.

• Various subsystems in the training framework should synergize in a noteworthy agreeable push to make our framework inventive and aggressive with the best on the planet. New examples of administration and authority equipped for reacting to the changing situation and rising difficulties must be developed.

• Since innovation is changing the work put, requiring more noteworthy specialized abilities for a developing number of occupations, there is a need to reorient the scholarly projects to help them create fundamental
aptitudes and skill to work successfully in a mechanically empowered work put. It is imperative that the abilities have monetary esteem content past the particular information that it appreciates in their general vicinity of specialization.

What should be finished?

• Considering every one of these issues, there is a solid case for change which is conceivable just by quality evaluation of the advanced education framework overall, comprising of projects, instructing and learning, investigate and improvement, HR, money related assets, offices and foundation, hierarchical perspectives, initiative and administration practices and administration including procedures, strategies and structure-all went for adjusting premiums of all partners.

• Quality Administration Framework must be arranged and executed comprehensively. This should be possible just through efficient procedures and private open association. Forms must be straightforward and establishments of notoriety, regardless of whether industry or private associations, including global players, can be included in the entire procedure. Most importantly focusing on every one of the 38000 establishments for accreditation will be a colossal errand. Given the vast size of the Indian advanced education framework, the greatest on the planet regarding the quantity of schools, it is basic to work out an 'E-evaluation philosophy'. Low performing organizations must be helped to enhance their quality. Government offices ought to have the capacity to encourage that procedure.

• Private and global accomplices ought to have the capacity to compose the lead review for limit working of the above edge foundations and convey them up to the world class classification.

• Private and worldwide players can encourage alternate foundations to be surveyed and authorize with satisfactory limit building procedures to
accomplish perfection in the quality space. On the off chance that we set benchmarks for the top level establishments, the thought will enter down the line and it will be conceivable to lift them to a larger amount. The entire exercise ought to rotate around limit working for advanced education establishments to accomplish their targets and contend with world class organizations.

1.1.9 The National Board of Accreditation (NBA)

Indian Instruction segment has seen late advancements, for example, foundation of The National Leading body of Accreditation (NBA). NBA was at first settled by AICTE (All India Council of Technical Education) under segment 10(u) of AICTE act, in the year 1994. NBA was set up for intermittent appraisal of specialized organizations and their projects, according to recommended foundation or standards and models as proposed by the AICTE Gathering.

In January 2010, NBA has been conceded independent status and after that onwards it is considered as a self-ruling body. NBA is gone for guaranteeing quality and pertinence of training over all controls in expert and specialized orders. These may incorporate Building and Innovation, Administration, Engineering, Drug store and Neighborliness, and so on. This might be accomplished by NBA by methods for building up the component of accreditation of courses or projects offered by different specialized foundations.

NBA has presented another procedure, parameters and criteria for certification. These are in accordance with the best universal practices and situated to evaluate the results of the program.

**NBA’s Accreditation Parameters Criteria and Processes**
The NBA has developed a system of value affirmation containing a strong procedure guaranteeing most astounding level of straightforwardness and believability - with little extent of tact and subjectivity.

**Certification Criteria:**

The criteria that are considered by NBA amid the procedure of accreditation of a program are controlled by the NBA’s meaning of nature of projects and its significance to the calling concerned. These criteria are:

- Programme Results.
- Programme Educational modules.
- Students’ Execution.
- Faculty Commitments.
- Facilities and Specialized Support.
- Academic Bolster Units and Instructing Learning Process.
- Governance, Institutional Support and Money related Assets.
- Continuous Change in Accomplishment of Results.

**Evaluation Criteria for Certification of Management Course (MBA)**

Following are the basics those are needed to be accomplished before an institution makes an application for its certification of the Management Course:

- Graduation of not less than two batches of Management Course
• Not less than one third of the faculty members (about 33%) related with the Management Course, are Ph.D. Degree certifications holders and the others are Master’s Degree certifications holders in respective areas.

• For a batch of 120 students, there must be at least 8 number of educators (faculty) in the Management Course

CERTIFICATION PARAMETERS IN A BROADER SENSE ARE:

• INSTITUTION GOAL, MANAGEMENT AND LEADERSHIP[120 MARKS]

• ENCOURAGEMENTS [ENABLERS] [360 MARKS]

• DAY TO DAY OPERATIONS AND PROCESSES [360 MARKS]

• DESIRABLE OUTPUTS AND RESULTS [360 MARKS]

TOTAL [ABOVE] 1200 MARKS

ELIGIBILITY FOR CERTIFICATION

• The course is awarded status ‘Certified’ for next 5 years from the date of issue of the letter from NBA, if it gets a minimum 900 marks and gets minimum eligible 60% marks in each of the criterion specified.

• The course is awarded status ‘Conditionally Certified’ for next 2 years from the date of issue of the letter from NBA, if it gets a minimum 720 marks and it gets minimum eligible 45% marks in each of the criterion specified.
• The Institution may make fresh application after removing the overcoming the weaknesses/deficiencies to upgrade their status to ‘Full Accreditation’ of the program.

• The Program gets the status ‘Not Accredited’ if it gets the score less than 720 marks.

Evaluation Criteria for Certification of Engineering Programs

The parameters embraced by NBA for certification of projects depend on starting capacities, ability, aptitudes, and so on remembering the results fancied by the calling concerned. These parameters are called Graduates Properties and they exceptionally from train to teach and level to level. As an outline, taking after are the Graduate Characteristics for UG Designing Project:

• Engineering Information: Apply the learning of arithmetic, science, building essentials, and a designing specialization to the arrangement of complex designing issues.

• Problem investigation: Distinguish, figure, examine writing, and break down complex building issues coming to substantiated conclusions utilizing first standards of arithmetic, regular sciences, and designing sciences.

• Conduct examinations of complex issues: Utilize look into based learning and research strategies including outline of trials, investigation and translation of information, and combination of the data to give legitimate conclusions.

• Modern Apparatus Utilization: Make, select, and apply fitting procedures, assets, and current designing and IT instruments including forecast and demonstrating to complex building exercises with a comprehension of the constraints.
• The Specialist and Society: Apply thinking educated by the logical learning to evaluate societal, wellbeing, security, lawful, and social issues and the ensuing duties applicable to the expert building hone.

• Environment and Manageability: Comprehend the effect of the expert building arrangements in societal and ecological settings, and show the information of requirement for maintainable advancement.

• Ethics: Apply moral standards and focus on expert morals and duties and standards of the building hone.

• Individual and Collaboration: Work successfully as an individual, and as a team member or group member.

• Interaction: Impart adequately on complicated building exercises with group and with society everywhere, for example, having the capacity to appreciate and compose powerful presentation and outline notes, present compelling introductions, and give and get clear directions.

• Project Administration and Back: Show information and comprehension of the designing and administration standards and apply these to one’s own work, as a part and pioneer in a group, to oversee ventures and in multidisciplinary conditions.

• Life-long learning: Perceive the requirement for, and have the arrangement and capacity to participate in autonomous and deep rooted learning in the broadest setting of innovative change.

1.2 Job Satisfaction

Work fulfillment or happiness about work and representative satisfaction has been characterized distinctively. It may be basically how anybody is content with their occupation, at the end of the day, regardless of whether anybody like employment or perspectives of it, e. g, task profile or monitoring.
Others believe that work happiness is about the employment (full of feeling occupation fulfillment) or insights about the employment (intellectual occupation fulfillment).

Due the prevalence of employment fulfillment inside the field of word related and hierarchical brain research, different specialists have given their own particular meanings of what occupation fulfillment is.

In any case, the two most normal definitions depict work fulfillment are: "the pleasurable passionate state coming about because of the examination of one's employment as accomplishing or encouraging the accomplishment of one's occupation values" as per Locke, E.A., 1976, (pg. 1342) "and "the extent to which someone enjoy (fulfillment) or dislike (disappointment) their employments (pg. 2)"as stated by Spector, P.E., 1997 in the book titled “Job satisfaction: Application, assessment, causes, and consequences”.

As a rule, most definitions cover the full of feeling a representative has towards their employment. This could be the occupation as a rule or their states of mind towards particular parts of it, for example, their associates, pay or working conditions. Likewise, the degree to which work results meet or surpass desires may decide the level of occupation fulfillment. Be that as it may, work fulfillment is not just about how much a worker appreciates function.

Taber and Alliger found that when representatives of an American instructive foundation appraised the amount they delighted in individual assignments inside their part, their scores were modestly connected to fulfillment with the work itself, and related (albeit pitifully) with worldwide employment fulfillment.

Taber and Alliger additionally found that different measures, (e.g., level of fixation required for the employment, level of supervision, and assignment significance) all had no effect on fulfillment. This review shows that the amassing pleasure in work errands indicated general employment fulfillment.
In any case, the low relationship suggests that different elements, other than satisfaction, add to how fulfilled representatives feel at function.

1.3 Job Satisfaction – Approaches and Theories

Various job satisfaction approaches or models or theories used in practice. Some of the most commonly used approaches or theories used in relation with the measurement of job satisfaction levels are:

- Job Characteristics Model
- The Dispositional Approach
- Affect Theory
- Adam’s Equity Theory
- Expectancy Theory
- Discrepancy Theory
- Cornell Model
- Value-Percept Theory
- Social Information Processing (SIP) Model
- Hypothesis of Needs
- Carrot and Stick Approach (Positive Negative Motivation)

These are described subsequently.

1.3.1 Job Characteristics Model

Hackman and Oldham proposed the occupation attributes demonstrate (JCM), which is generally utilized as a system to study how specific employment qualities affect work results, including work fulfillment. The five center occupation qualities together may assign a rating for a vocation, which
can be utilized to gauge to what extent the work impacts worker's mentalities and practices. Not everybody is similarly influenced by the rating of work. Individuals who are high in development require quality (the yearning for self-governance, test and improvement of new aptitudes at work) are especially influenced by employment attributes. A meta-investigation of studies that evaluate the structure of the model gives some support to the legitimacy of the JCM.

**Figure 3: Job Characteristics Model (JCM)**

The Job Characteristics Model (JCM) clarifies that employment fulfillment happens when the workplace empowers characteristically inspiring attributes. Five key occupation attributes: ability assortment, errand character, assignment essentialness, self-rule and criticism, impact three mental states (Figure 3).
Consequently, the three psychosocial states then prompt to various potential results, including: work fulfillment. In this way from an associations' perspective, it is felt that by enhancing the five center occupation measurements this will along these lines prompt to a superior workplace and expanded employment fulfillment.

Dissimilar to the Maslow or Herzberg's speculations, the JCM has gotten more experimental support. Nonetheless, it has likewise drawn feedback the same number of studies using this model explore the immediate effect center employment measurements have on individual and work results, totally ignoring the basic mental states. In spite of this, the JCM and its effect on occupation fulfillment has been the subject of three audits, which additionally loan support to the model. Further to this, Behson and associates' meta-investigation of different reviews particularly centered on the part of basic mental states, and found these mental states to play a critical viable and hypothetical part inside the JCM.

1.3.2 The Dispositional Approach

The dispositional approach prescribes that individuals demonstrate change in their inclination to make the most of their jobs, figuratively speaking, occupation satisfaction is to some degree an individual trademark. This approach transformed into a striking illumination of occupation satisfaction in light of affirmation that work satisfaction tends to be unaltering after some time and transversely over livelihoods and jobs. Investigate furthermore shows that undefined twins raised isolated have near levels of occupation satisfaction.

A basic model that constrained the extent of dispositional approach was simply the Center evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. battled that there are four Center Self-appraisals that choose one's aura to occupation satisfaction: sense of pride, general self-suitability, locus of control, and neuroticism. This
model communicates that bigger measures of sense of pride (the regard one puts on his/her self) and general self-sufficiency (confide in possess wellness) incite to more assignment satisfaction.

This dispositional approach suggests that occupation satisfaction is solidly related to character. It proposes that an individual has a solid inclination towards a specific level of fulfillment, and that these remain genuinely consistent and stable crosswise over time. The confirmation for this approach can be separated into backhanded reviews and direct reviews. Judge and partners have looked into these zones in more prominent detail.

The roundabout proof originates from studies that don't expressly gauge identity. Information from the National Longitudinal Reviews in the Assembled States found that measures of occupation fulfillment have a tendency to remain genuinely stable more than 2, 3 and 5 year time spans. This even incorporates noteworthy business changes, for example, changes in manager or occupation.

Strikingly, a twin based review inspected 34 twins whom had been raised autonomously of each other. This review discovered hereditary elements represented 30% of employment fulfillment levels when surveyed in later life.

The roundabout reviews, in any case, are helpless against various imperative reactions, to be specific that other unaccounted elements may add to occupation fulfillment levels. This highlights the particular significance of studies straightforwardly surveying the part of identity. Most noticeably, there is research confirm that self-regard, self-adequacy, enthusiastic soundness and locus of control contain a wide identity develop, which add to how an individual sees themselves. An audit of 169 relationships between's each of four full of feeling develops (i.e., self-regard, self-adequacy, enthusiastic soundness and locus of control) and occupation fulfillment, found that as self-detailed levels of self-regard, self-viability, feeling steadiness and locus of control expanded so jobbed fulfillment. Additionally, examinations concerning the connection between the five element model of identity and occupation
fulfillment uncovered neuroticism, honesty and extraversion to have a direct association with employment fulfillment.

1.3.3 Affect Theory

Edwin A. Locke's Scope of Effect Hypothesis (1976) is seemingly the most popular occupation fulfillment display. The principle preface of this hypothesis is that fulfillment is controlled by a disparity between what one needs in work and what one has in an occupation. Facilitate - the hypothesis expresses that the amount one esteem a given aspect of work (e.g. the level of independence in a position) conservatives how fulfilled/disappointed one gets to be when desires are/aren't met. At the point when a man values a specific feature of a vocation, his fulfillment is all the more enormously affected both emphatically (when desires are met) and adversely (when desires are not met), contrasted with one who doesn't esteem that aspect. To outline, if Worker A qualities independence in the working environment and Representative B is detached about self-governance, then Representative A future more fulfilled in a position that offers a high level of self-rule and less fulfilled in a position with practically no self-governance contrasted with Worker B. This hypothesis likewise expresses that a lot of a specific aspect will deliver more grounded sentiments of disappointment the more a specialist values that feature.

1.3.4 Adam’s Equity Theory

Adam's value hypothesis is an imperative hypothesis in view of the cause of social correlation. Social Comparison is a procedure by which people contrast themselves as well as other people or the other individuals and then makes their self-judgment. In turn they arrive at a self-judgment. Individual makes assessment of the working environment and working surroundings by way of comparing. This theory is illustrated as shown below (Figure 4)
The said theory states that inputs are the thing that goes into the actual job such as work technology, hours worked, work experience and attentiveness towards the work.

Further according to the said theory outputs are the things those are resulting from the actual job such as salary, benefits, incentives, respect, and reputation. Generally it is seen that output has a strong correlation with salary.

Value (Equity) Theory indicates how a man sees decency concerning social connections, for example, with a business. A man recognizes the measure of
info (things picked up) from a linkage contrasted with yield (things provided) to create an information/yield proportion. Later this proportion is contrasted with the proportion of other individuals in choosing whether or not they have an evenhanded linkage.

Value Theory recommends that if an individual thinks there exists disparity between two social groups or people; individual may become upset on the grounds that proportion between information and the yield are not equivalent.

For instance, consider two representatives who work a similar employment and get a similar pay and advantages. On the off chance that one individual gets a salary increase for doing likewise function as the other, then the less profited individual will get to be distinctly upset in his working environment. On the off chance that, then again, both people get increases in salary and new obligations, then the sentiment value will be kept up.

Different analysts have amplified the value hypothesis, recommending three behavioral reaction examples to circumstances of saw value or disparity (Huseman, Hatfield, and Mile, 1987; O'Neil and Mone 1998). These aspects are considerate, value, and allowed. The extent by each aspect influences inspiration, work fulfillment, and employment execution.

- Benevolent-Satisfied when they are under-compensated contrasted and associates.

- Equity touchy Believe everybody ought to be decently compensated.

- Entitled-People trust that all that they get is their quite recently due.

Equity theory is very useful in understanding why people are not satisfied with their jobs, especially in the payment or salary area or domain.

1.3.5 Expectancy Theory
The Expectancy Theory of Motivation is best depicted as a procedure hypothesis. With research spearheaded by Edward C. Tolman and forwarded by Victor H. Vroom, Expectancy Theory gives a clarification of why people pick one behavioral choice over others. "The fundamental thought behind the hypothesis is that individuals will be inspired in light of the fact that they trust that their choice will prompt to their coveted result" (Redmond, 2009).

"Hope hypothesis suggests that work inspiration is reliant upon the apparent relationship amongst execution and results and people adjust their conduct in light of their estimation of foreseen results" (Chen and Fang, 2008). At the end of the day, it can clarify why a man performs at a specific level. This has a reasonable and positive capability of enhancing inspiration since it can, and has, helped pioneers make motivational projects in the work environment.

"This hypothesis is based upon the possibility that inspiration originates from a man trusting they will get what they need as execution or prizes. In spite of the fact that the hypothesis is not "comprehensive" of individual inspiration components, it gives pioneers an establishment on which to manufacture a superior comprehension of approaches to spur subordinates" (AETC, 2008).

Anticipation hypothesis is named a procedure hypothesis of inspiration since it underlines singular view of the earth and ensuing collaborations emerging as an outcome of individual desires.

The hypothesis expresses that people have distinctive arrangements of objectives and can be inspired in the event that they trust that:

- There is a positive connection amongst endeavors and execution.
- Favorable execution will bring about an attractive reward
- The reward will fulfill a vital need.
The longing to fulfill the need is sufficiently solid to endeavor beneficial (Lawler, Porter. L., Vroom, 2009).

Vroom’s Expectancy Theory depends on these three parts:

Expectancy: Expectancy can be depicted as the conviction that higher or expanded exertion will yield better execution. This can be clarified by the reasoning of "In the event that I work harder, I will improve something". Conditions that improve anticipation incorporate having the right assets accessible, having the required expertise set for the current task, and having the essential support to take care of business effectively.

Instrumentality: Instrumentality can be portrayed as the prospect that if an individual performs well, then an esteemed result will go to that person. A few things that help instrumentality are having a reasonable comprehension of the connection amongst execution and the results, having trust and regard for individuals who settle on the choices on who gets what reward, and seeing straightforwardness during the time spent who gets what remunerate.

Valence: Valence signifies "esteem" and alludes to convictions about result attractive quality (Redmond, 2010). There are singular contrasts in the level of significant worth related with a particular result. For example, a reward may not build inspiration for a representative who is roused by formal acknowledgment or by expanded status, for example, enhancement. Valence can be considered as the weight or significance that a man puts on a normal result.

Vroom presumes that the drive of inspiration in a worker can be ascertained utilizing the equation:

Inspiration = Valence*Expectancy*Instrumentality
1.3.6 Discrepancy Theory

The idea of discrepancy hypothesis is to clarify a definitive wellspring of tension and sadness. Any individual who has not satisfied his obligation feels the sense of uneasiness and lethargy for under-performing. They will feel disappointed due to incapability to accomplish expectations and goals. As indicated by this hypothesis, all people will realize what their commitments and duties are for a specific capacity, and in the event that they neglect to satisfy those commitments then they are rebuffed. After some time, these obligations and commitments unite to frame a disconnected arrangement of standards, assigned as a self-direct. Fomentation and tension are the fundamental reactions when an individual neglects to accomplish the commitment or obligation.

This hypothesis additionally clarifies that if accomplishment of the commitments is acquired then the reward can be acclaim, endorsement, or love. These accomplishments and desires additionally frame a preoccupied arrangement of standards, alluded to as the perfect self-control. At the point when the individual neglects to acquire these prizes, they start to have sentiments of despondency, frustration, or even gloom.

In conclusion one might say that in spite of its past fame, tragically that there is less experimental support for the chain of command of necessities and helper cleanliness hypothesis. Then again, the dispositional approach and JCM keeps on developing in experimental support.

In any case, it is hard to deny that the propelling variables impact the encompassing condition and affects how fulfilled representatives are in their function, and that identity or the JCM don't completely clarify work fulfillment.

Further, Furnham and others coordinated Herzberg’s inspiration cleanliness approach close by identity to better comprehend the joined effect on employment fulfillment. Discoveries uncovered that statistic factors and scores on the five regularly utilized identity characteristics (counting,
openness, good faith, extraversion, pleasantness, and neuroticism) together represented a huge part of occupation fulfillment.

1.3.7 Cornell Model

The Cornell Model accentuates that occupation fulfillment is a component of mix of what a representative gets from the work parts and obligations and what a worker anticipated that would get.

This model is illustrated as shown below (Figure 5).

Figure 5: Cornell Model

The said model includes five aspects that influence the job satisfaction levels. These are the work itself, peers or the co-workers, seniors and supervisors, salary and the opportunities offered for career promotion.
1.3.8 Value-Percept Theory

Value-Percept Theory is put forward by Locke (1976). It presents different view to the job satisfaction. According to this theory, various factors such as salary, promotion and incentives may assume a key part in deciding individual's occupation fulfillment level, only when they are unfulfilled and are valued by the individuals.

The value-percept theory can be illustrated as takes after:

\[ S = (V_c - P) \times V_i \]

Fulfillment = (need - have) x significance

Where

S is fulfillment, Vc is esteem content (things needed), P is the apparent measure of significant worth gave by the employment, and Vi is the level significance of overall worth to the person.

Locke’s theory is somewhat similar to Vroom EIV (Expectancy, Instrumentality and Valence) theory. Both the theories put emphasis on individuals and their characteristics.

1.3.9 Social Information Processing (SIP) Model

According to Salancik and Pfeffer (1978), social information processing model is based on social contexts and earlier work experiences and their effects to determine job satisfaction.

This model is illustrated as shown. (Figure 6)
According to Salancik and Pfeffer (1978), when an individual has a viewpoint or opinion, it will be affected by the effects of social context. This is nothing but earlier work experiences and it is about what others think. Individuals pay more attention to the organization structure and values therein. From the inputs to the outputs – views and opinions about the job – the process is influenced by the social sources of information.

The SIP model is strongly backed up by the empirical analysis and experimental studies. When looked from the perspective of the earlier work experiences, when an individual works in any organization, it will have stronger views and opinions towards the organization which are based on the working experiences.
1.3.10 Hypothesis of Needs

David McClelland and his partners proposed Hypothesis of Needs. This motivation theory states that human conduct is influenced by three needs - Need for Power, Achievement and Affiliation. Requirement for accomplishment is the inclination to exceed expectations, to fulfill in connection to an arrangement of benchmarks, to battle to make progress.

Requirement for power is the longing to impact other individual's conduct according to your desire. As it were, it is the craving to have control over others and to be persuasive. Requirement for connection is a requirement for open and agreeable interpersonal connections. As such, it is a longing for relationship in view of co-operation and shared comprehension.

Require hypothesis, otherwise called Three Needs Theory, proposed by therapist David McClelland, is a motivational model that endeavors to clarify how the requirements for accomplishment, power, and alliance influence the activities of individuals from an administrative setting. This model was produced in the 1960s not long after Maslow's chain of command of necessities in the 1940s.

McClelland expressed that we as a whole have these three sorts of inspiration paying little respect to age, sex, race, or culture. The sort of inspiration by which every individual is driven gets from their background and the assessments of their way of life. This need hypothesis is frequently educated in classes concerning administration or authoritative conduct.

**Requirement for accomplishment**

They favor taking a shot at assignments of direct trouble, incline toward work in which the outcomes depend on their exertion as opposed to on whatever else, and like to get criticism on their work. Accomplishment based people have a tendency to maintain a strategic distance from both high hazard and generally safe circumstances. Generally safe circumstances are viewed as
too simple to possibly be substantial and the high hazard circumstances are viewed as based more upon the fortunes of the circumstance instead of the accomplishments that individual made. This identity sort is roused by achievement in the working environment and a business chain of command with special positions.

**Requirement for alliance**

Individuals who have a requirement for alliance want to invest energy making and keeping up social connections, appreciate being a piece of gatherings, and want to feel cherished and acknowledged. Individuals in this gathering have a tendency to hold fast to the standards of the way of life in that working environment and commonly don't change the standards of the working environment because of a paranoid fear of dismissal. This individual favors joint effort over rivalry and dislikes circumstances with high hazard or high instability. Individuals who have a requirement for connection function admirably in regions in view of social collaborations like client administration or customer association positions.

**Requirement for power**

Individuals in this classification appreciate work and place a high incentive on teach. The drawback to this motivational sort is that gathering objectives can get to be distinctly zero-total in nature, that is, for one individual to win, another must lose. Be that as it may, this can be decidedly connected to assist finish gather objectives and to help other people in the gathering feel skilled about their work. A man propelled by this need appreciates status acknowledgment, winning contentions, rivalry, and affecting others. With this motivational sort come a requirement for individual glory, and a steady requirement for a superior individual status.
**Impact on administration**

McClelland's exploration demonstrated that 86% of the populaces are overwhelming in one, two, or each of the three of these three sorts of inspiration. His consequent research, distributed in the 1977 Harvard Business Review article "Power is the Great Motivator", found that those in top administration positions had a high requirement for power and a low requirement for connection. His exploration additionally found that individuals with a high requirement for accomplishment will do best when given undertakings where they can prevail through their own particular endeavors. In spite of the fact that people with a solid requirement for accomplishment can be effective lower-level chiefs, they are generally removed before achieving top administration positions. He likewise found that individuals with a high requirement for association may not be great top directors but rather are for the most part more joyful, and can be very effective in non-influential positions, for example, the remote administrations.

1.3.11 Carrot and Stick Approach (Positive Negative Motivation)

**Understanding the Carrot and Stick Approach:**

The Carrot and the Stick way to deal with inspiration, makes utilization of prizes and punishments so as to incite fancied conduct.

The rationality of this approach originates from the old story that the most ideal approach to make a jackass move is to put a carrot out before it or hit it with a stick from behind.

**Significance and Implications of Carrot and Stick Approach:**

Carrot alludes to prizes, which are offered or guaranteed to people to act in the coveted way; while stick alludes to disciplines which are to be delivered on people, for not acting in the coveted way. As it were, carrot alludes to positive inspiration; and stick alludes to negative inspiration.
Taking after are the ramifications of Carrot and Stick Approach:

- An overdose of "Carrot" component, in the arrangement of inspiration welcomes lethargy and less states of mind towards work with respect to people. This happens, particularly, in light of the fact that numerous a-times, individuals get carrot i.e. remunerates paying little mind to their execution e.g. compensation increment, position based advancements, and so forth.

- An overdose of "stick" component, in the arrangement of inspiration prompts to retaliatory conduct on some portion of individuals, solid association of guilds against administration abominations, low quality workmanship and so on.

To comment and finish up:

- There are numerous different procedures of inspiration; other than carrots and sticks.
- Management must develop a perfect blend of "Carrot" and "Stick" components; in its motivational plans: F.W. Taylor's 'Differential-piece rate arrangement of wage-installment' is an example of such a blend.

**Particular Carrots (Rewards) and Sticks (Penalties):**

A concise record of particular prizes and punishments; which shape some portion of the administration motivational framework is given beneath:

(I) Carrots (rewards):

**Fiscal Prizes:**
- Wages/pay rates paid in real money.
- Pay increase all the time.
- Cash grants.
- Payment of recompenses in real money
- Bonus installment.
- Granting leave with pay.
- Profit sharing plans for representatives.
- Payment of benefits tenets.
- Incentive plans of wage installment.

Rewards capable of measurement in terms of money:

- Travel concession
- Reimbursement of restorative costs
- Subsidized nourishment, lodging and so forth.
- Free outfits
- Education to workers’ children-free or sponsored or may be subsidized.
- Job security.

Non-Financial Prices:

- Promotions
- Delegation of expert
- Assignment of testing work
- Certificates of legitimacy
- Status symbols like, giving a different room, peon, private Secretary, phone in office and so forth.
(II) Sticks (punishment or discipline):

Money related Discipline:

- Loss of occupation (which means loss of normal wage)
- Fines
- Penalties
- Withholding yearly compensation increase

Non-Fiscal Discipline:

- Demotion
- Transfer to an awfully designed work place.
- Taking unfit for assignment of authority.
- Not permitting a person to take an interest in basic leadership.

Advancement (carrot) and downgrade (stick) may have fiscal ramifications likewise e.g. in type of increment or reduction of pay, individually.