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Discovering Thoughts, Inventing Future

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How Artificial Intelligence Can Help Project Managers

By Maria Munir
North China University

Abstract- In this research work, it has been analysed that how artificial intelligence can help the project managers to manage the work. AI research is basically defined as the research that is done on different intelligence agents. It is a device that helps in perceiving the environment and helps in taking such actions that increases the chance to attain the goals. The artificial intelligence is now used within different fields. One of its finest applications is in the field of project management. Project Management AI is basically a system that can administer different projects without many resources. It does not require more input or cost. Through using the power of artificial intelligence, the tasks can be done automatically. AI also helps in making decisions associated with the projects and it helps in identifying the skills and capabilities of team members involved within a project. Project Management AI helps in fostering a safer environment It also helps in delivering untiring vigilance and objectivity. Moreover, Project Management AI is used for the development of an eco-system for managing the knowledge. Artificial intelligence provides assistance to project managers in many ways.

Keywords: project managers, artificial intelligence, ecosystem, foster.

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HOWARTIFICIALINTELLIGENCECANHELPPROJECTMANAGERS

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How Artificial Intelligence Can Help Project Managers

Maria Munir

Abstract- In this research work, it has been analysed that how artificial intelligence can help the project managers to manage the work. AI research is basically defined as the research that is done on different intelligence agents. It is a device that helps in perceiving the environment and helps in taking such actions that increases the chance to attain the goals. The artificial intelligence is now used within different fields. One of its finest applications is in the field of project management. Project Management AI is basically a system that can administer different projects without many resources. It does not require more input or cost. Through using the power of artificial intelligence, the tasks can be done automatically. AI also helps in making decisions associated with the projects and it helps in identifying the skills and capabilities of team members involved within a project. Project Management AI helps in fostering a safer environment. It also helps in delivering untiring vigilance and objectivity. Moreover, Project Management AI is used for the development of an eco-system for managing the knowledge. Artificial intelligence provides assistance to project managers in many ways. It provides number of tools such as Chatbots, Stratejos, ZiveBox, Rescoper, ClickUp, Clarizen and PolyOne. All of these tools prove to be helpful for the project managers to handle different tasks like through providing assistance to managers to make up the team and to assign the projects to particular team members. These tools also provide assistance to project managers to manage the deadlines in an effective way. The use of Artificial intelligence provides number of benefits to the project managers. The very important benefit is the support, as the pressure and burden over the project manager gets decremented by making the use of machines. Moreover, use of AI also provides more accurate results to the project managers. The tasks that are done using AI tend to be free of errors and mistakes. Along with it, the AI also provides project managers with the insights and strategies. For instance, it alerts the project managers to take some additional or alternative steps for handling the complicated projects. AI does not only assist the project managers to handle the tasks, but it also increases the productivity of project managers at individual level. AI helps the project managers to eliminate information bias. It increases the productivity of project managers by making them more creative and to have more emotional intelligence.

Keywords: project managers, artificial intelligence, ecosystem, foster.

I. Introduction

Computing technology tends to make the life easier for all of the individuals, it also adds up more convenience to all types of processes that else may need human effort and time. Through artificial intelligence (AI) that involves the capabilities of decision-making and machine learning generally ascribed to humans, this is particularly the next step of evolution and underway (a Collaborative et al., 2018). The use of AI has been made to change the mundane and repetitive tasks, particularly in different assembly line processes. The development of AI has been done for different objectives like for management of cyber-security concerns, diagnosis of medical conditions and in order to track the wildlife. However, the major counterpoint to the revolution of AI is the fear that one day AI can even surpass the contributions of humans within the workforce. It can even take such jobs that the individuals perform. AI will surely take over most of the time-taking tasks; this will allow the workers to get free and to do some other important tasks that cannot be managed by computers. When it comes to project management and artificial management, more of the advancements have been made and still much other advancement is on the way. Now AI is getting entered into the community of practice of project management and individuals tend to have more interest in the given topic. AI is used within different fields; the major field is the field of project management. There are number of ways in which AI helps project managers (Chou et al., 2015). The common description of AI is basically intelligence that the machines show. From the perspective of project management, the machine can actually copy the cognitive functions linked with the project manager's minds like problem solving and decision making. The AI principles are being used in search engines and speech recognition system like Siri and Google Search. Self-driven cars make the use of concepts of AI as do the simulation exercises of military and networks of content delivery. Now the computers can defeat most of the individuals in strategic games like chess. The overall objective of AI is to develop such machinery and computers that can work in the best possible way. This needs the usage of optimization strategies, computational intelligence and statistical methods. According to Bond and Gasser (2014), the programming for such strategies of AI does not only need the interpretation of technology but it also involves the interpretation of neuroscience, linguistics and psychology. The question related to the AI's usage is whether project manager's mind can be defined precisely so that its simulation can be done with the help

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of the techniques as given above. This can be accomplished in some time and there is more hope due to the use of faster computers, enhancement in technology of machine learning and use of cloud computing. In the given research, it will be analyzed that how AI helps project managers. It is important to analyze this particular topic because of the reason that now it is an age of advancement, now more of the developments have been done in the field of project management. As the project managers perform very important tasks, therefore the tasks of project managers should be done in an efficient way. Within the technological era, some techniques have been designed that can help the project managers (Ziuziaoski et al., 2014). Therefore, in this research, the attempt has been made to analyse the assistance provided to project managers by AI. In the given research, there are six sections. In the first section it has been analysed that what basically project management AI is. It has been analysed through identifying that how Artificial intelligence provides assistance in the field of project management. In Section II, a general observation has been made that how AI helps the project managers. In Section III, different tools have been analysed that can provide assistance to project managers. In Section IV, it has been identified that what are the associated benefits of using the tools for project management. In Section V, the outcomes of the assistance have been analysed like how the help of AI can increase the productivity of project managers. In Section VI, some of the risks associated with the use of AI in project management have been analysed.

II. Literature Review

Project Management AI

Project management AI is basically an integrated system that can do the administration of projects without needing the input. Through the artificial intelligence power, the tasks cannot be automated, but will infer different insights for making the recommendations to process, to make decisions related to project and to unveil the insights of team (Cappelli et al., 2018). For instance, there will be technology or there will be a particular technology in the future that will have the capability for matching the right kind of resource to the appropriate role. HR managers are making more investment in the technology for making improvement in the processes of hiring. Organisations that have used AI for the purpose of recruitment have seen increment in performance by around 20 percent (Chou et al., 2015). Improvement in revenues has been seen to get incremented by around 4 percent, and this rate of turnover has got decremented by around 35 percent (Cappelli et al., 2018). All of this automatically decreases the idle time of individuals. Now the project managers are not required to make more efforts. Through AI, now project managers can learn the cadence of output of team members and can even do the assignment of regular work dependent on the ability of individuals. It can also help in creating an ecosystem for the management of knowledge. When an employee leaves the organisation, the one takes discrete figure of non-transferable interpretation of role. According to Conforto et al. (2016), the AI for project management can be used for aggregating the workplace behavioral patterns and it also does the centralization of knowledge of worker for making improvement in the quality and consistency.

a) Create an Ecosystem for Knowledge-Management

The project management AI can also be used for aggregating different workplace behavioral patterns and it is used for centralizing the knowledge of worker to make improvement in quality and consistency (Cappelli et al., 2018). It also helps in making prevention from reinventing something, when some changes are seen. However, this function is still more theoretical, but it will become affordable and available to the businesses present at enterprise-level in the coming year.

b) Foster a Safe Environment

For projects that own different conditions of working, AI can do the detection of invisible warning signs that affect the likelihood of accident while doing projects. For instance, a construction project management Artificial Intelligence could see the performance of equipment, unsafe environment at work, can employee different facial expresseions for predicting performance, quality of air and can alert the parties for preventing some accidents (Costantino et al., 2015).

c) Deliver Untiring Objectivity and Vigilance

While project managers can cause more fatigue when identifying the deliverable for quality and accuracy, the systems of AI does not get tired and it does not make any excuses or compromises as it get burned out over the project. However, there is no such system that does the integration of all of such features. However, project managers will mainly encounter the job-altering AI advantages of project management (Charniak et al., 2014). There are not large numbers of tools of project management associated with Artificial intelligence; it is an industry that has been seen as slower to get into the umbrella of artificial intelligence and machine learning.

III. Methodology

The research methods that have been used for conducting this study have been described here. The major rationale behind choosing the particular methods of research is given in this chapter. Along with it, this chapter also gives detailed description of methods of research that have been used therefore this research can be replicated in an effective manner.

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a) Research Methods

There are two kinds of research methods. These two kinds of research methods are termed as qualitative research and quantitative research method. In quantitative method of research, numerical data is used for doing mathematical analysis. On the other hand, qualitative method of research includes expressions, words and opinions. The qualitative method of research has been used in the current research for analysing that how AI helps project managers. According to Mackey and Gass (2015), the qualitative research methods are used for doing exploratory research. The major reason behind making the use of qualitative method of research is that through using such method, the interpretation of motivations, opinions and reasons become possible. It assists in solving the problem and also assists to develop the hypotheses or ideas for quantitative study. It is seen more involved for detailed interpretation of issue of research with other significant trends in ideas and perspectives. The research has used this particular method, as it assisted in capturing expressive information like values, motivation, underlying conducts, feelings and beliefs that were not possible through using quantitative methods of research.

b) Data Collection- Secondary

The data that does not own any prior collection and is utilized for the first time is termed as the primary data. However, data that some other investigator or researcher has already collected is termed as secondary data. Secondary data collection method has been chosen for the current research. According to Silverman (2016), the most common data collection method is secondary method of data collection. It involves such data that is collected already through others. According to Silverman (2016), secondary data collection methods are used in order to do the research with lower costs. For this research primary data has not been used as it is very expensive as every team member or researcher is then required to start the research from the scratch, choosing the participants, doing search and getting materials (Ledford and Gast, 2018). Therefore, because of this, secondary data collection method has been used in order to analyse that how AI helps project managers.

c) Sources of Secondary Data

There are different resources present to access the data required for literature review. However, the current research is dependent over peer view journals and other books.

i. *Journal articles*

The collection of opinions, ideas and thoughts done by different authors in order to analyse the issues of research is termed as journal articles. Journal articles help in increasing knowledge related to the given topic. Journal articles also increase the knowledge related to different ideas of various authors (Ledford and Gast, 2018). Therefore, for this research, journal articles have been used.

ii. *Books*

Through books, deep thinking and active reading is promoted. Books give more knowledge that assist individuals in doing analysis (Silverman¸2016). Therefore, for the given research, different books have been read and referred.

iii. *Research procedure*

According to Makar et al. (2015), this research initiates with the planning of review that has been done for collecting secondary data. In the planning stage, dependent on objective, the review protocol has been developed where decision is made that how data collection should be done. Different research papers have been used too.

IV. Analysis

Tools Provided by AI to Project Managers

There are different tools that are provided by Artificial Intelligence, project managers can use these tools for getting more assistance.

a) Chatbots

The most prominent work that has been done in the field of artificial intelligence is Chatbots (Danysz et al., 2018). For instance, Redbooth and Cisco Spark made the team with Api.ai platform for creating a bot of messaging that helped in asking team members different things like 'What is urgent?, 'Show that what the team is working on?' and 'What is happening at this day?'.

b) Strategies

There is another tool that project managers can use for assistance like Strategies. Strategies gives a same function to development team of Agile software as integration of Slack. These similar types of Siri-like tools can become even more prevalent in the coming years.

c) Zivebox

There are some heavier software platforms for project management with the functionality of AI as the backend of systems. There is a digital workforce tool termed as ZiveBox, this tool owns more of the features related to project management, ZiveBox makes the use of AI for determining that in what time period the task will be completed. It also helps in analysing the productivity of every member of team and it helps in sorting through the communication databases at enterprise-level (Flick, 2015).

d) Rescoper

There is another tool named as Rescoper. The given platform assists in handling the tedious management parts so that the team stays more targeted over the outcomes. The given platform tells that what the AI-based software should do. The project management software changes the point of view of users so that it gets tailored for the particular settings of permissions (Kyriklidi and Dounias, 2016). It helps in scheduling the tasks dependent on duration of tasks and workload. It also gives alerts for if the system thinks that the project will run into some trouble or if it will be handled within the given budget.

e) Clickup

There is another tool ClickUp. This is basically a Project Management tool that has just come to the market. This tool is mainly one-of-type in the software industry and is mainly used in project management. In accordance with Glesne (2015), the algorithms used in ClickUp help in predicting the best member of team for some particular task and helps in assigning the tasks then. It helps in tagging users in comments dependent on the contexts that are more relevant. It also helps in visualizing updates and notifications. It also helps in predicting such deadlines that cannot be met. It also helps in making correct time estimates of specific tasks. As ClickUp has actually leaded the charge, now more of the software for project management is sure to get rise with robust functionality of AI.

f) Polydone

There is another tool Polydone, this tool is already seen as more effective. According to Ferreira et al. (2015), in the coming future, some extra machine learning and AI features will be added to this particular tool. The objective will be the automation of budget and time in an accurate manner.

g) Clarizen

AI owns the power for giving improved and new tools that can provide more advantages to the organisations in different manners and the project managers won't even have to wait in such cases. Through different products such as cloud-based management software project of Clarizen, the processes of business can be automated. The tracking and sharing of the data can be done. Moreover, the information can be accessed for making different decisions in customized workflows and even in real workplace for suiting the requirements (Glukhov et al., 2015). When it comes to the concept of project management and AI, the only thing is 'gain'.

V. Findings

Assistance to Project Managers

There are some of the AI applications that can help project managers in the coming future. The development in some of the competing constraints and usage of traditional constraints will make the analysis of tradeoff more complicated. The use of concepts of AI will make the project managers life way easier than ever before. It was used to be taken for granted that constraints and assumptions provided to the individuals at project's onset remains more intact in the entire project life-cycle (Kłosowski and Gola, 2016). Today, it is known that this is not true and the tracking of all constraints and assumptions can be done in the entire life-cycle. AI provides assistance in this particular area. Executives particularly don't know that when the ones can intervene within a project. Today, most of the organizations make use of crises dashboards. Through looking at the crisis dashboards over the computers, the Executives can just see the projects that are facing different problems and that which of the metrics is not in the acceptable range and the ones can even identify the degree to which the project is critical. The practices of AI can tell about some immediate actions that the project managers should take and at what time (Kerzner, 2018). It results into decreasing the response time to some of the conditions that are out-of-tolerance level. Management basically does not identify that how much more work can be done or should be in the queue to be done without making an overburden over labor force. The addition of projects is basically done within queue with less regard for the required technology, skill level of the required forces and availability of resources. Practices of AI could permit the development of projects' portfolio that owns the best chance for increasing the value of business that an organization can get while identifying the effective practices for resource management. However, there are still some of the software algorithms for this; the optimization practices for project scheduling are still identified as the manual activity using error and trial strategies.

According to Kerzner (2018), effective practices of AI can make the optimization of schedules even more effective through identifying all of the future and current projects going on in the organisation rather than just considering some particular projects. More often, more pressure is made over the project managers for making rapid decisions dependent on the intuition rather than through step-by-step deduction utilized by computer. Nothing is generally just false or true, as the assumptions should be made. Basically, with more availability of information, lesser number of assumptions is made. Through sufficient database related to the particular information, the tools of AI can perform problem solving and reasoning dependent on the partial or incomplete information. Through the use of AI, future can be seen and it can also give the options that can increase the decision's value. When more information is given to tools of Artificial Intelligence, then the outcome value becomes greater (Makar et al., 2015). That is why, the initial point should be the consolidation of intellectual property of project management and the tools of AI should get the information access.

VI. Advantages of the Tools Provided to Project Managers by AI

a) Support

The use of AI is made for the automation purposes by project managers for setting alerts and for managing the flow of work and to handle some repeatable procedures. The AI future includes the provision of support to the workforce through tacking some of the complicated approaches of workflows of project for spotting wasted time and for the evaluation of performance. According to Schwarz and Sánchez (2015), it also allows the quantification of results and it helps in doing analysis in an easier way. This information assists project managers in decision making processes that results into making more improvements in the future projects.

b) Accuracy

The entry of data is identified as notoriously patchy when it comes to the concept of project management. While some of the employees give minute details related to the time and tasks, others are identified as relatively less diligent. Artificial intelligence can be used in order to give more assistance dependent on the given data and it makes the users enough able to give more preside data (Ledford and Gast, 2018). This accuracy can assist the project managers to make avoidance from some of the costly setbacks.

c) Insight and Strategy

Computer technology has been seen more dependent over the automation and crunching and other repetitive tasks, but when referring to the idea of project management and artificial intelligence, individuals are seen balking to allow the machinery for taking over some of the complicated tasks. The project managers now get alerts when the due dates come closer, and it also permit the project managers to make up a team for the particular projects or to determine the tasks that can be assigned to the employees at daily basis (Vanhoucke et al., 2016). This is mainly identified as the course set for AI. These abilities of software and machine are seen to collate the data for the purpose of anticipation. There are different programs that are present in order to test different prototypes. Through the use of AI, the developers of software can run different tests over prototypes before the actual release of the prototypes. It can even help the project managers to decrease the total number of errors and to fines the experience of user prior to any launch.

VII. Increased Productivity of Project Managers

AI helps project managers to become more productive that what the ones actually are.

a) Eliminate Information Bias

Humans tend to be more emotional, and individuals let the personal biases and feelings to affect the decision even when the ones refer to numbers. Artificial Intelligence does own opinions. The results that are acquired by making the use of AI tend to be more accurate without human error or personal biasness.

b) Use Emotional Intelligence

Project managers often bogged down because of numbers and often ignore the management at human-side. Managers are required to manage and to leave the number-crunching for Artificial Intelligence, which can be sorted with the help of large amount of data. It helps in finding patterns better and faster as compared to humans. For instance, Watson of IBM can read around 22 million of text pages within 3 seconds (Wu et al., 2014). Now the focus can be regained over the human approaches of PM, such as the identification of appropriate and right kind of staffers for particular project. It helps in identifying tasks for each and every project and helps to monitor the actual progress. The numbers affect such decisions. However, some of the subjective considerations such as interpersonal links among different members are team are identified as being more significant (Vanhoucke et al., 2016). A project can look good in terms of finance; however it tends to be disaster when it gets stacked with such individuals who cannot do working with one another in an effective way. The most important thing is the emotional intelligence. AI provides the freedom for redirecting the energy and time required for the given significant considerations.

c) Be Creative

It should be identified that how and where Artificial Intelligence can assist the business and where the one needs to get in as an innovative manager of project. Artificial Intelligence is greater at making prediction of future outcome and trends when there is more data to work with. However, such predictions do not prove to be helpful when it can be used a little. For instance, identification of monthly profitability can be more accurate (Willems and Vanhoucke, 2015). This is the point where the project managers get the opportunity. Project managers use the resources for planning the future, which may even include more creativity. Through AI, individuals get the assistance which the ones need without the expense to hire full-time employee. This human-centric solutions result into underscoring the significant role of project managers.

The personal computers' ubiquity within the organisation has made the job of every individual easier and quicker. Instead of report writing over notepad and final copy typing over typewriter; now everything is done over Word or Google Drive (Walker, 2016). The similar is true for project management and AI. AI is such tool that helps in the management of project and helps in doing it more effectively and efficiently.

VIII. Limitations and Future Resear

The major limitation of this research is that it has not identified some of the risks that are associated with the research topic. It can be stated that AI provides more assistance to project manager, but on the same side, it also owns some major risks for project managers. Now-a-days the machines have transformed into more agile objects and are seen enough able to get adapted in the real time without even getting programmed particularly for some work (Wenger, 2014). According to Ziuziaoski et al. (2014), the machines have now been trained to deliver faster results, to do the analysis of larger sets of data and to provide accurate answers when compared with human beings. The outcome is that the good paying jobs of project management are getting replaced with the machines. Project managers most often do report that failures are seen within the projects because of breakdown of communication, therefore there seems the need to have some systems that can communicate with one another in an effective way through the use of AI. This can then be communicated further to the users [16]. Despite of large number of benefits, there also exists fear related to the use of AI within the organisation. The associated risks of use of AI for project managers have been discussed in this research. In the future research, the risks associated with the use of AI for project managers will be discussed in detail.

IX. Conclusion

In the end, it can be concluded that now this is the era of technological advancements. More of the technological advancements have been made within every field that has changed the lives of individuals. Now-a-days, the big data and data science are very common terms. Both of these involve the use of AI, so basically AI provides the backend. Artificial intelligence is basically a device that helps to make some perception related to the environment and it assists in taking such actions that can lead to the attainment of actual goals. The artificial intelligence is now used within various fields. Its applications are not confined to only one particular field. However, within the field of project management, there is broader use of AI. The Project management AI is basically a system that helps in doing the administration of different projects. It helps to handle various projects and through using the available resources. Project management AI helps in fostering a safer environment. Along with it, the use of project management AI is done for developing an eco-system that basically helps in doing the management of knowledge. AI provides greater assistance to project managers in different ways. It helps in doing different tasks using different tools. There are different tools available for the project managers like Chatbots, Strategjos, ZiveBox, Rescoper, ClickUp, Clarizen and Polydone. Chatbots help in identifying urgent tasks and the tasks that needs to be done currently and such other things. Straegios helps in developing agile models. Zivebox helps in identifying that in what particular time period, the task will get completed. The tool Rescoper helps the project managers to handle the tedious management parts. It also gives system alerts to the project managers and identify for if the project will be done within the given deadline or not. Clickup tool helps in predicting the total number of team members appropriate for the given project. Polyden tool helps in managing the time and budget of projects. The tool Clarizen allows easier sharing and tracking of data. The project managers have got more support, accuracy, insight and strategy by making the use of AI for projects. Moreover, it has also increased the productivity of project managers at individual levels. As the AI tools have assisted the project managers to become more emotionally intelligence, creative and to eliminate information bias. However, there are also some of the risks associated with it, as because of the incremented use of AI within the field of project management, there will be a time where there will be no need of project managers and machines will replace it. In the future research, these risks will be analysed.

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Organizational Culture, Government Regulations and Corporate Competitveness of Merged Deposit Money Banks in Nigeria

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Abstract- The Nigerian banking sector is germane to the growth of the nation's economy and several reforms over the years have orchestrated merger and acquisition. The marriage of convenience occasioned by the banking consolidation exercise of 2005 by the Central Bank of Nigeria (CBN) led to dilution of ownership and fusing together banks with different goals, objectives and ideology. These have led to rebranding, cultural disharmony, and uncompetitive behaviours which were considered not suitable for the new direction. Cross-sectional research design was adopted and primary data collated. The research instrument was validated and reliability was carried out using the Cronbach alpha analysis. A sample size of four hundred and seventy three (473) was determined using Roasoft sample size calculator. The result revealed that organizational culture significantly affected the corporate competitiveness of the surveyed banks. The study variables organizational culture ($B = 0.929$, $R2 = 0.619$, $p < 0.05$, $F(1,455) = 738.509$), government regulations ($B = 0.710$, $R2 = 0.691$, $p < 0.05$, $F(1,454) = 106.413$).

Keywords: organizational culture, government regulations, corporate competitiveness, merged money deposit banks, central bank of nigeria.

GJMBR-A Classification: JEL Code: M10

ORGANIZATIONALCULTUREGOVERNMENTREGULATIONSANDCORPORATECOMPETITVENESSOFMERGEDDEPOSITMONEYBANKSINNIGERIA

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Akhamiokhor, S.[α], Asikhia, O. U. [σ], Kabuoh, M. N. [ρ] & Makinde, B. [Ѡ]

Abstract- The Nigerian banking sector is germane to the growth of the nation's economy and several reforms over the years have orchestrated merger and acquisition. The marriage of convenience occasioned by the banking consolidation exercise of 2005 by the Central Bank of Nigeria (CBN) led to dilution of ownership and fusing together banks with different goals, objectives and ideology. These have led to rebranding, cultural disharmony, and uncompetitive behaviours which were considered not suitable for the new direction. Cross-sectional research design was adopted and primary data collated. The research instrument was validated and reliability was carried out using the Cronbach alpha analysis. A sample size of four hundred and seventy three (473) was determined using Roasoft sample size calculator. The result revealed that organizational culture significantly affected the corporate competitiveness of the surveyed banks. The study variables organizational culture ($B = 0.929$, $R^2 = 0.619$, $p < 0.05$, $F_{(1,455)} = 738.509$), government regulations ($B = 0.710$, $R^2 = 0.691$, $p < 0.05$, $F_{(1,454)} = 106.413$). This study concludes that an organization's culture as influenced by government isvital in the discussion of corporate competitiveness of merged red organizations. The study recommends that the regulatory bodies should in future take into cognizance the cultural differences in bringing together banks with different ideology (culture) together.

Keywords: organizational culture, government regulations, corporate competitiveness, merged money deposit banks, central bank of nigeria.

I. Introduction

The Nigerian banking sector is germane to the growth of the nation's economy and reforms were implemented to strengthen its service delivery over the years. The outcomes of the reforms have led to marriage of convenience occasioned by the banking consolidation exercise of 2005 by the Central Bank of Nigeria (CBN). The reforms technically targeted dilution of ownership, recapitalization, consolidation through which and fusing together of banks with different goals, objectives and ideology occurred. The effect of the aforementioned was evident in corporate governance issues change of ownership internal operational crisis in the banking industry. The crises have led to rebranding and rightsizing of staff considered not suitable for the new direction.

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The market place and the universal nature of the banks have narrowed the competitive stage to few products, market, and niches. The constant monetary changes by government have reduced return on equity to investors banks have also devised ways of selling the brand which is an attempt to differentiate and gain a better share of the market as well as staff loyalty. Available statistics appeared to indicate that most of the banks that merged during the consolidation exercise of 2005 have either been acquired or under the management of the Central Bank of Nigeria. Others that are still competitive have dropped from the position they were immediately after the merger to lower places when it comes to the ranking of banks in Nigeria. This situation has become more worrisome even though some of the consolidated banks were larger in terms of share capital and liability after the consolidation exercise. It is therefore important to know what has led to the inability of the merged banks to compete efficiently while the stand-alone banks have done well. Hence, the paper linked such banks' competitive to their varying organizational culture.

Organizational culture constitutes a set of beliefs/values and social anthropology have seen it as a framework for understanding behaviors, team orientation, innovativeness, quality of service (Kotter & Heskett, 1992; Vacile & Nicolescu, 2016). The bundle of values (Schein, 1985) assist leadership in goal setting, expected behavior, correction, and rewards which motivate committed workers to a common set of core values, belief and assumptions (Chilla, Kibet, & Douglas, 2014; Denison, 1984). Thus, organizational culture consists of values (Schein, 1985), beliefs (Hofstede, 2002), and assumptions affecting thoughts and behavior of people in an organization (Hitka, Vetrakova, Balazova & Danihelova, 2015). The assumption from the foregoing scholars is that organizational culture influences the processes, outcomes and direction of individuals and organisations to enhance their significance and relevancy (Hafit, Asmuni, Idris & Wahat, 2015). Organisations with strong corporate culture are presumed to be more successful than those with weak corporate culture (Stacho, Stachová, 2013; Vacile & Nicolescu, 2016), this situation is more amplified by the Nigerian banking system mergers of 2005.

Banks' competitiveness emerges from different sources and several reasons could explain why some could achieve success and others failure. Some scholars (Hofstede 2002; & Porter, 2008 Schein, 1985) see this from misalignment of their organisational culture with the internal and external environmental factors as observed by Odiakaose (2018). The lapses associated with merged banks 'organisational culture in Nigeria include conflicting interest of organisational executives (Maseko, 2017; Vacile & Nicolescu, 2016) and weak integration in focus of the newly formed banks. This observation has led to managerial ineptness, liability of newness, poor commitment, unexpected internal strife and crisis, which in some cases have abruptly terminated existence due to insider abuses, poor quality services and weak supervisory structures (Flores, 2013).

The conventional frightening uncertainty that confront newly merged banks is organisational change which Kotter and Heskett (1992) demonstrate as instigator of fear, anxiety and discontent. This is evident in the number of inter and intra-organisation conflict that breeds team disorientation, weak integration, poor service delivery that create negative image for the banks (Kercini, 2013). Although, many merged banks in Nigeria have organisational culture, they do not possess organisational dynamic capabilities that organisational culture provides. The culture of such merged banks was created without infusing cultural capability that is needed to leap-frog during transition of merger. This does not enable employee's innovation, staff involvement, and openness to change, teamwork, morale, customer service and trust making such banks competitively not ready and unsustainable in Nigeria (Hafit, Asmuni, Idris & Wahat, 2015).

However, events has shown over time, that though the top three banks in terms of share capital after the mergers were (Union, Intercontinental and UBA), the reverse is the case as at December 2016 (Zenith, GTB and First bank) using the same indices. This cursory observation prompted the need to investigate how merged banks could achieve competitiveness through their organizational culture. The work is structured thus; introduction, literature review, methodology, presentation of findings, conclusion and recommendation.

II. Literature Review

a) *Organisational Culture*

Organizational culture consists of values, beliefs and standards affecting thoughts and behavior of people in an organization (Hitka, Vetrakova, Balazova & Danihelova, 2015). Park, Ribeire and Schulte (2004) defined organizational culture as the shared, basic assumptions that an organization learns while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems. Organizational culture influences all the processes and outcomes related to individuals and the overall organization that enhances its significance (Hafit, Asmuni, Idris & Wahat, 2015). Organisations with good corporate culture are usually more successful than organisations with lack of corporate culture inasmuch employees appreciate the same values and standards of behavior (Stacho & Stachova, 2013).

b) *Corporate Competitiveness*

Competitiveness is a location's unit cost level, driving companies' ability to compete successfully on global markets (Ketels, 2016). In other words, competitiveness is a firm's capability to contest favorably among other competing firms and become successful in local and international markets. Further, Competitiveness is a location's productivity level, driving the standard of living the individuals in that location can sustain (Aiginger, 2015). Porter (1990) defines competitiveness as the ability of a given firm to successfully compete in a given business environment. Similarly, Lall (2001) defines firm competitiveness as the ability of a firm to do better than benchmark companies in terms of profitability, sales, or market share. Further, Buckley, Pass and Prescott (1988) consider competitiveness to be synonymous with a firm's long-run profit performance, its ability to compensate employees and generate superior returns for shareholders. In line with these definitions, this study will focus on the financial performance of a firm to measure its competitiveness. In general, the existence of good financial performance suggests that the firm is doing better in terms of competitiveness since profitable opportunities result in higher production and sales (Elif, 2016).

Corporate competitiveness can be defined as the ability of a firm to design, produce and market products greater than those offered by competitors (Ambastha & Momaya, 2004). Corporate competitiveness is described as the strength of an organization in comparison with its competitors (Carayannis & Campbell, 2012).Villanova, Zinkhan and Hyman(2000) describes corporate competitiveness as the capacity of an organization to innovate key internal and external relationship for reputation and strategic assets. For an organization to achieve corporate competitiveness, the organization/entrepreneur must be able to manage its internal firm factors, external environment and the influence of the entrepreneur/ organization itself (Porter & Ketels, 2003).

c) *Government Regulation*

Government regulations on banks are known as financial regulations which are the laws that have been put in place by the state to govern financial institutions (Agborndakaw, 2010). The Financial Times (n. d.) have a similar definition and describe regulations as laws that govern the activities of all financial institutions. Agborndakaw (2010) says that these regulations aim at maintaining orderly markets, licensing the providers of financial services, enforcing applicable laws as well as prosecuting cases of market misconduct, protecting clients and investors and promoting the stability of the financial system. These regulations are promulgated by government regulators as well as international groups.

A nation regulates the banking sector to stabilize the financial and to ensure monetary control, money supply and stability of prices, equal competition and pro-consumer competition in the market for financial services (Szpringer 2001). The literatures (Santos 2001; Matthews & Thompson 2007; Llewellyn 1999) mention two basic reasons underlying the introduction of banking regulations namely: the need to ensure that both particular financial institutions and the whole financial system are sound and safe and the need to protect customers (mainly depositors). The main issue within structural regulations is the provision of a so-called safety network to protect the banking system (or, generally speaking, the financial system) against crises or, should they materialize anyhow, to manage them and moderate their impacts, and to reduce systemic risk. However, the introduction of banking regulations brings on at least two types of distortions (Freixas & Rochet, 2007) the availability of a safety system may encourage bank managers to get involved in riskier operations and if some types of banking business are not regulated, the government may decide to introduce banking regulations for reasons other than the safety and soundness of the sector, e.g. some form of direct taxes (for instance obligatory reserve) or an obligation that banks subsidy some of their products.

Implementing financial regulations is a major challenge for many countries especially the EMEs but in the long run they contribute to the strengthening of banking systems (Sinha, Kumar & Dhal 2011). Some aspects of regulation can be oriented towards these countries achieving their development objectives without having to sacrifice prudent regulation and financial sector stability considerations. In other to find out if regulations influence the growth of commercial banks or not, Sinha et al. (2011) further state that there is a lack of unanimity among economists on how relevant finance is to the growth of an economy. Typically, one would expect regulations to improve efficiency and lower any risk of a financial crisis. Many critics have argued that regulations interfere with the efficiency of the market while those advocating for regulation like Sinha et al (2011), have argued that if regulations are well designed and managed then they can make markets more efficient and equitable in terms of their outcomes. Mwega (2014) concluded that regulations in the financial sector have strengthened the banking sector over the last ten years, in terms of customer service, products offered, profitability and stability. Gudmundsson, Kisinguh & Odongo (2013) found that there is a positive relationship between capital regulation and the improved performance of banks and financial stability. The various studies show that there is a lack of clarity on what the true impact of regulations is. Therefore, the study hypothesized that: Government regulation has no significant moderating effects on the relationship between organisational culture components and corporate competitiveness of selected merged deposit money banks in Nigeria.

Empirical Review on Organisational Culture, Government Regulation and Corporate Competitiveness

In order to ascertain the relationship between regulation and the financial performance of commercial banks, Vianney (2013) and Barth, Caprio and Levine (2002) affirm that regulations have no impact on the financial performance of financial institutions. Furthermore, there is a negative association between restricting the activities of a bank and its performance and stability as compared to when banks could freely diversify into other financial activities. Contrary to this, studies have indicated that, regulations have led to an increase in profitability, there is a positive relationship supporting the evidence that capital regulation does improve the performance of banks and financial stability. The regulations lead to increase in the value of loans outstanding, total assets, profit and shareholders' equity of banks. Hence regulations do have a positive impact on the profitability of commercial banks. There is also a positive relationship between corporate governance, the stability and good performance of a bank (Mwega, 2014; Gudmundsson, Kisinguh & Odongo, 2013; Mureithi, 2012; Otieno, 2012).

Many research that relate organisational culture and company's competitive performance (CCP) have been conducted in developed countries. The results are mixed and inconclusive (i.e. positive, negative and no relationships) (Booth & Hamer, 2009; Naranjo-Valencia et al., 2016; Rose et al., 2008). According to (Rose et al., 2008), the strength of the relationship between organisational culture and CCP is different between cultures. The organisational culture in the developed countries is advanced and better than the ones in the developing countries. The scarcity of research that has been conducted in developing countries has motivated the researcher to look deeper into the relationship between organisational culture and CCP in developing countries. One of the previous works on the relationship between organisational culture and CCP was undertaken by Gordon and DiTomaso (1992) which showed that the strength of culture and its adaptability but not stability is likely to predict the companies' performance in the short term. Further research by O'Connor (1995) showed that organisational culture plays an important role in deciding the adequacy of budget involvement in reducing role ambiguity. Subsequently, Ogbonna and Harris (2000) affirmed that the relationship between the four culture dimensions and performance is not consistent. Specifically, the competitive and innovative cultural traits were reflected in performance. The competitive and innovative cultures, which are critical to the external situations, have a positive effect on performance. This finding provides some support for the argument that the organisational culture is vital to sustainable competitive advantages. However, the culture should be flexible with the external predicaments.

Furthermore, the community and bureaucratic cultures are directly reflected with the companies' performance. The negative relationship between the bureaucratic culture and performance also suggests that bureaucratization decrease the short-term profitability and hinder the long-term growth, which effects the survival of the company. Meanwhile, trying to investigate how organisational culture became common, and how it influences real organisations, Sadri and Lees (2001) posit that effective culture should be appropriate with the employee values and be harmonious with the environment in which the company works. Additionally, the authors recommended that organisation must evaluate and classify their organisational culture in order to consider the effect of that culture in their employees' productivity and morale. Finally, they argued that organisations form their cultures to their benefits in enhancing their employees' experience at the workplace and enhance their own returns. Similarly, Flamholtz (2001) argued that there is a statistically important link between organisational culture corporate competitiveness. The author concluded that the organisational culture is important to the success of the management and the profitability in the company. Similarly, Ojo (2010) argued that the organisational culture plays a significant role in the companies' public performance. This is because the organisational culture positively influences the level of employee's commitment to the aims of the company.

III. Methodology

The paper adopted a quantitative approach with emphasis on using the descriptive survey design. This design was considered in order to investigate the relationships that exist among variables of the research. A sample size of four hundred and seventy three (473) was determined using Roasoft sample size calculator. The research instrument was adapted from existing studies with six-point scale that solicited responses from strongly agreed to strongly disagreed. The research instrument was validated and reliability was carried out using the Cronbach alpha analysis. Data were collected after the reliability of the questionnaire established and out of the four hundred and seventy three (473) distributed, 458 copies were retrieved and judged usable. Data was analyzed by inferential statistics (regression analysis) using the Statistical Package for Social Sciences (SPSS).

IV. Data Presentation, Analysis and Findings

Four hundred and seventy three questionnaires were distributed to employees. Four hundred and fifty eight copies of questionnaire were retrieved indicating a ninety-six point eight response rate. Table 1 shows the demographic and descriptive distribution of respondents.

Table 1: Demographic and Descriptive Distribution of Respondents

Demographic and Personal Information		Population of Respondents	
Variable	**Information**	**Frequency (N)**	**Percentage (%)**
Gender	Male	257	56.1
	Female	201	43.9
Age	Below 25 years	50	10.9
	25- 30 years	124	27.1
	31- 35 years	132	28.8
	36- 40 years	70	15.3
	41-45 years	66	14.4
	46-60 years	16	3.5
Educational Qualification	OND/NCE	55	12.0
	BSc/HND	246	53.7
	MSc/MBA	131	28.6
	OTHERS	26	5.7
Job Rank	Top Management	79	17.3
	Middle Management	285	62.2
	Lower Management	94	20.5
Length of Service	Below 5 Years	129	28.1
	6-15 Years	238	52.0
	16-25 Years	66	14.4
	26-35 Years	25	5.5

From Table 1, the paper revealed that majority of the respondents are male (56.1%), are between the ages of 31-35 years (28.8%), possess BSc/HND certificates (53.7%), were middle management employees (62.2%) and have spent between 6-15 years in the banks (52.0%).

The thrust of the paper was to establish the power of organizational culture on competitivenss and the moderating role of government regulations among merged banks.Table 2 illustrates the regression summary of the moderating effect of government regulations on the relationship between organizational culture and corporate competitiveness in the selected merged deposit money banks in Nigeria. The results in Table 3 and 4 show three stages of the analysis. The first stage is the direct effect of organizational culture and corporate competitiveness which showed a significant result ($p<0.05$, $R^2=0.619$). The R^2 shows that about 61.9% of the variance in corporate competitiveness is as a result of changes in the organizational culture while the remaining 38.1% is as a result of other factors not captured in the model. Also the second stage is the direct effect of government regulation on corporate competitiveness which showed a significant result ($p<0.05$, $R^2=0.691$) and also shows that about 69.1% of the variance in corporate competitiveness is as a result of changes in the government regulation.

However, the third stage which involved the interaction between government regulation and organizational culture on corporate competitiveness showed an insignificant result ($p>0.05$, $R^2=0.692$). The R^2 after the interaction changed from 0.691 to 0.692 which showed a difference of 0.001which is highly insignificant. Therefore, government regulation does not significantly moderate the relationship between organizational culture and corporate competitiveness, instead organizational culture does affect competivitiess.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.787[a]	0.619	0.618	0.56975	0.619	738.509	1	455	0.000
2	0.831[b]	0.691	0.690	0.51338	0.072	106.413	1	454	0.000
3	0.832[c]	0.692	0.690	0.51298	0.001	1.705	1	453	0.192

a. Predictors: (Constant), Organizational Culture

b. Predictors: (Constant), Organizational Culture, Government Regulation

c. Predictors: (Constant), Organizational Culture,Government Regulation, OC_GREG

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.102	0.147		0.699	0.485
	Organisational Culture	0.927	0.034	0.787	27.176	0.000
2	(Constant)	-0.191	0.135		-1.413	0.158
	Organisational Culture	0.710	0.037	0.603	19.077	0.000
	GOVERNMENT REGULATION	0.284	0.027	0.326	10.316	0.000
3	(Constant)	0.113	0.269		0.420	0.675
	Organisational Culture	0.629	0.072	0.534	8.717	0.000
	GOVERNMENT REGULATION	0.195	0.073	0.224	2.662	0.008
	OC_GREG	0.023	0.017	0.155	1.306	0.192

a. Dependent Variable: Corporate Competitiveness

Source: SPSS results, 2019.

V. Discussion

Having measured the moderating effect of government regulation on the relationship between organizational culture components and corporate competitiveness, the results of hypothesis seven test were in agreement with the findings of Poskiene (2006) note that the study of politics and public administration has for many years been intimately concerned with the question of what features are the most sensible and illuminating for comparing one state with another. They contend that typically the key features identified are structural, functional and cultural. The first two categories encompass how the apparatus of the state is organized, the nature of the political system and approaches to governance and accountability.

Some research works that relate organizational culture and company's competitive performance (CCP) have been conducted in developed countries. The results are mixed and inconclusive (i.e. positive, negative and no relationships) (Booth & Hamer, 2009; Naranjo-Valencia et al., 2016; Rose et al., 2008). According to Rose et al., (2008), that the strength of the relationship between organizational culture and CCP is different between cultures. The organizational culture in the developed countries is advance and is better than the ones in the developing countries. The scarcity of research that has been conducted in developing countries has motivated the researcher to look deeper into the relationship between organizational culture and CCP in developing countries.

One of the previous works on the relationship between organizational culture and CCP was undertaken by Gordon and Ditomaso (2012) which showed that the strength of culture and its adaptability but not stability is likely to predict the companies' performance in the short term. Further research by O'Connor (1995) showed that organizational culture plays an important role in deciding the adequacy of budget involvement in reducing role ambiguity. Subsequently, Ogbonna and Harris (2000) affirmed that the relationship between the four culture dimensions and performance is not consistent. Specifically, the competitive and innovative cultural traits were immediately reflected in performance. The competitive and innovative cultures, which are critical to the external situations, have a positive effect on performance. This finding provides some support for the argument that the organizational culture is vital to sustainable competitive advantages. The culture should be flexible with the external predicaments.

However, the dominant administrative culture also represents a key distinguishing feature. They describe this as the expectations the staff of an organization have about what is normal and acceptable in that organization. The law is in the background rather than the foreground and civil servants are regarded as simply citizens who work for government organisations, not some special cadre with a higher mission to represent the 'state'. Of course in practice the administrative cultures of states evolve. Many states have shifted away from a highly legalistic form, but towards something other than a straightforward public interest model. The Netherlands, Finland and Sweden all fall into this third category.

The legal underpinnings of the administrative system are considerably less significant in each of these countries than they were in the past but the notion of state remains important a final point of consideration with regard to administrative cultures is perceptions with regard to reform. Pandit (2000) comment that 'a good deal of the rhetoric associated with public management reform vividly contrasts the new with the old. The name given to the old – that against which the modern, reformed public sector organization stands out as superior – is usually something like 'traditional bureaucracy'. Certainly, there has been a widespread trend across OECD countries for several decades to introduce management techniques associated with the private sector, widely referred to as 'new public management.

However, as noted by Peter, Abeland Twesige (2000), 'concern has been raised that management techniques associated with new public management will conflict with the attitudes, values and culture within public sector organisations'. Pandit (2004) expand on this point when they comment that 'it is not that the negative features of the 'traditional model' are fantasies, with no basis in reality. However, it is a long and unjustified leap from there to the idea that governments are now able to move, without significant loss to a new, modern type of organization that avoids all of the problems of the past. They conclude that 'each country is different (though there are some groups and patterns) and within each public domain, individual sectors have distinctive organizational cultures of their own. The idea of a single, and now totally obsolete, ancient regime is as implausible as the suggestion that there is now a global recipe which will reliably deliver 'reinvented' governments.

In order to ascertain the relationship between regulation and the financial performance of commercial banks, Vianney (2013) and Barth, Caprio and Levine (2002) affirm that regulations have no impact on the financial performance of financial institutions. Furthermore, there is a negative association between restricting the activities of a bank and its performance and stability as compared to when banks could freely diversify into other financial activities. Contrary to this, studies have indicated that, regulations have led to an increase in profitability, there is a positive relationship supporting the evidence that capital regulation does improve the performance of banks and financial stability. The regulations lead to increase in the value of loans outstanding, total assets, profit and shareholders' equity of banks. Hence, regulations do have a positive impact on the profitability of commercial banks. There is also a positive relationship between corporate governance and the stability and good performance of a bank (Mwega, 2014; Gudmundsson, Kisinguh & Odongo, 2013; Mureithi, 2012; Otieno, 2012).

VI. Conclusion

The paper concludes by showing that an organizations culture as influenced by government is a significant factor to be considered in corporate competitiveness of the organization especially during mergers as shown by the Nigerian banking sector. This study adds more to the knowledge and understanding on organizational culture and corporate competitiveness. Drawing from the resource based theory; this study provides explanation for the existence of firm specific assets and capabilities that are important to the preparation of firm strategy and with organizational change that comes with mergers in the banks to achieve competitive advantage and sustainability. The dynamic capability theory shows that the organizational processes by which resources are utilized to create growth and adaptation within changing environments and permit the renewal and reconfiguration of a firm's resources due to cultural change during mergers affects their competitiveness and growth. Also, positive or negative organizational culture during organisations merger can lead to sustainable competitive advantage if the resource base created is not imitated over a long period of time and the rent are sustained which thereby influences and organisations competitiveness. The theories have been used to explain specific areas of organizational culture and how they are indicators for corporate competitiveness.

The paper recommends that the CBN should in future take over ailing banks, manage them and sell to avoid bringing together banks with different ideology (culture). In some cases, the CBN should consider outright liquidation of some ailing banks as mergers only prolong the process of liquidation. In addition, in formulating policies, Government should ensure that they are in line with international practices to enable our banks to compete internationally. Corporate mergers though supposed to strengthen the banks fortunes and competitiveness if not well managed leads to weaknesses in the banks hence it is recommended that

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strict ethics and guidelines be followed by banks during the freezing, change and unfreezing stages of the banks operations.

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Manpower Planning - Theoretical Perspectives of Utility Theory and Models

By Arindam Chatterjee & Dr. Sriparna Guha

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Keywords: manpower planning, decision making, strategic HRM models, utility analysis, cost-benefit.

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Manpower Planning - Theoretical Perspectives of Utility Theory and Models

Arindam Chatterjee [α] & Dr. Sriparna Guha [σ]

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I. Introduction

Workforce planning, by far, historically attributed in the realm of manpower statistics and research functions which reflects the importance of correct meaning of each grade under preferred recruitment and transition patterns. Industrial literature-based innovation witnesses in the last few decades an explicit and comprehensive attention as a potential area for incremental strategic application and provide feedback with an intention to build up appropriate Manpower Planning contexts, forecasts, analysis, models, decisions, outcomes, viability and related planned investment figures which are not to put the procedures on the balance sheet but to use the same for further decision making and revision purposes. Key questions in this context could be whether decisions successfully and effectively contribute to the key functional and operational organizational objectives? Whether we can justify the investments in different manpower development programs namely knowledge, training, staffing, enhanced employee benefits and employee involvements by their returns? As labor costs may, sometimes, exceeds half of total operating expenses (Milkovich & Boudreau, 1988), are the manpower assets being managed with the same accountability, prudence, rationality, importance and care as the machines, plants, financial, softwares and marketing resources? These questions produce a strong base of further research on the feasibility of different manpower models prepared in a different context and different stages of industrial development on varied manpower needs.

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II. Objectives of the Study

1) The study has been performed to explore the literature available in this field of Utility analysis and the phases of its evolution with increasing facets of methodology, and outcome in theoretical perspectives by various researchers and Institutions at different levels.
2) The study further plunge into the impacts of utility analysis and corresponding efforts as a strategic tool of the management in order to find out the worthiness of different manpower planning measures for various cadre of manpower along with its investment arenas, variables and sources of information, authenticity of inputs and Cost-benefit analysis in terms of quantifiable outcomes at large. The study also tried to extend its scope in measuring the acceptability and awareness amongst the stakeholders of varied management levels.
3) The study also, tried to signify the reasons for rejection of the processes and the outcomes of the efforts made in respect of Human Capital Management, if any, for further improvements.
4) In another part of the study, we discuss the principles of few renowned Manpower Planning and Human Resource Models for reviewing the merits, and demerits and its overall implications concerning specific linkage with each other.
5) The study also tried to focus on deriving a common and unified model through alleviating the shortcomings and complexity of the dynamics of stakeholder's functions, as far as possible, as a platform for different types of Industries to follow.
6) The scope further extends to merge the applicability of 'Utility Analysis' and 'HRM Models' to get a resultant of future-oriented, optimal and positive effort on Manpower management and development perspectives about validating the newly devised

Model professionally by engaging the key stakeholders as a part of the model itself.

a) *Utility Theory and Analysis*

Utility Analysis of decision making is the main contributor to much strategic work force planning objectives. We generally justify manpower research and execution towards more knowledge, skills, re-defined employee benefits, training, PMS and promotion policies through their returns. Such labor costs may jump up to 50% of total operating costs of the company (Milkovich and Boudrean 1988), through, we do not manage the human resources with the same importance as the plant, machinery, and marketing resources. The manpower planning functions are regarded as a cost centre or as overhead items with little systemic attention devoted to the financial achievements contribution of workforce management and sustainability of corporate return on the same, is still a matter of debate in a widely read professional journal (Gow, 1985). Competitive IT and Management companies in India manage their workforce based on strategy–linked needs and different variables. In almost all the cases, HR Managers are required to justify the viability and extent of contribution as the workforce planning section is probably the steward for the said resource in both IT and Manufacturing Industries. The primary question could be asked from the top management to justify the outcome of a very costly executive development programme or to reduce 50% of the Manpower development programme as an important tool to reduce the overhead and some portions of recurring expenditure in quantitative terms. We may link the same for establishing the cost-benefit or designing a PMS logic software, process, investment of production for an execution of the same or against assignment of preparation of a competitive incentive and reward programme of low and high budget.

Utility analysis usually provides a new way of perception about manpower planning decisions, and it is considered by leading management scientists as a useful tool for corporate and strategic decisions regarding feasibility of implanting Manpower planning decisions and initiatives (Kendrick, 1984, Kopelman, 1986). The decision about other programme areas like finance, production, quality management, testing is not only based; on cost parameters, on the contrary, it's linkage with direct revenue generation process. Management scientists in B. K. Dynamics study (1973, 1975) proposes a decision support framework that explicitly considers the costs and benefits of human resource decisions. It has effects on the modus-operandi of workforce planning and functions in a more relevant, systematic and rational manner. More importantly, utility theory supports the decision making process even when the information is unavailable or uncertain or come out with usual choice or statistical analysis. Utility analysis could be difficult and detailed with interventions of sophisticated algebraic modules.

Apropos an idea on development of human capital through further investments, researchers have found the utility analysis very important and accordingly devised many calculations and method of deriving the utility of traditional HR functions such as productivity coefficients and human performance distribution for transcending them into monetary benefits in order to generate a quantitative output (Brogden 1949, Schmidt, Hunter, McKenzie & Muldrow, 1979, Cascio & Ramos, 1986, Raju, Burke & Normand,1990, Raju, Cabrera & Lezotte, 1996). However, even after considerable attempts, the techniques found negatively affect decision perceptions. Latham and Whyte (1994) also found that Utility analysis is lowering the support system for intervention as and when influenced by managerial decision. Macan & Highhouse, 1994, Hazer & Highhouse, 1997, propose that utility information are relevant, though, managers may not accept the outcome of utility analysis unless being fully aware of the workflow and phase-wise distribution of functional aspects. Proper acceptance of the results of survey from low to moderate levels, though have a better effect on decision acceptance (Carson, Becker & Henderson, 1998); still, a low acceptance level is more prevalent. After that, Rauschenberger & Schmidt, (1987), and Cronshaw, (1997) proposed to involve managers in the utility analysis process to enhance their understanding on the process and acceptance on the results.

The first utility analysis model of Brogden-Cronbach-Gleser (B-C-G) focuses only on one "cohort" of labors using the Brogden-Cronbach-Gleser (B-C-G) utility model (Brogden, 1946a, 1946b, 1949; Brogden & Taylor, 1950; Cronbach & Gleser, 1965). The quantity of productivity of entire person-years incorporates by a selection process is equal to the size of the hired group multiplied by their average tenure. Most researches on utility analysis by psychologists usually compare various Standard Deviation measures. Schmidt, et al., (1979) have measured the results by surveying supervisors reply of the job, enabling the psychologists to analyze and find out the value through estimation for a person better than 95%, 50% and 15% of the population. Whereas, Schmidt & Hunter, (1983) has estimated differently 40% of average salary or 20% of average productivity, among job incumbents. Though both Cascio & Ramos, (1986). Boudreau have adopted comprehensive and difficult methods on behavioral anchors and found different calculation methods to produce different SDy values, though failed to offer higher accuracy or validity. Long-term research is going on to explore new perspectives on how such models affect actual managerial decisions (Boudreau, Dyer & Rynes, 1986) along with an integrated program for further up gradation of the cost-benefit and utility analysis for improvisation of next generation decision management tools, using computers and statistical software. Workforce managers may thereafter analyze, and submit their strategic decisions using variables, cost-benefit and utility concepts; participate in more positive and constructive communication with supervisors, line managers and top management for future goal setting by enhancing the productivity, competitiveness and teamwork.

For using utility analysis, infrequently, as a managerial decision making aid, the study primarily identifies intractable factors on the evolution of Utility analysis. Secondly, managers must remain assured and convinced of using this tool to generate accurate outcomes. Hence, the issues related to reliability and validity needs further discussion. It is pertinent to examine information, either included or excluded, in various functions and methods of utility, like standard deviation, labor turnover ratio, human performance measures, etc. Lastly, considering the human performance as assets, researches and methodologies on decision-making are reviewed considering a relation to managerial judgment and acceptance on investment in capital development of HRM.

A study conducted on utility analysis with specific reference to selection procedures (e.g., Cascio, 1991, Cascio & Ramos, 1986, Cascio & Sibley, 1979, Cronshaw, 1986, Cronshaw and Alexander, 1985, Schmidt, Hunter, Mckenzie, & Muldrow, 1979), wherein the researchers have identified on identical cost/ benefit analysis to other workforce interventions, including appraisal feedback (Florin-Thuma & Boudreau, 1987, Landy, Farr, & Jacobs, 1982) recruitment (Boudreau & Rhynes, 1985) and turnover/attrition/layoff management (Boudreau & Berger, 1985, Cascio 1991). Such other studies with a large degree of precision to identify the financial return on investments designed to enhance employee productivity. However, few companies additionally use utility analysis in strategic decision making on the implementation of new HR Policies.

Utility theory is a fundamental aspect of decision making and cost-benefit analysis which is useful in determining the prospective areas of the same in organizational context. “a fundamental axiom is are formulated in a slightly different manner (Von Neumann and Morgenstern, 1947).” The theory is based on the likelihood of consequences of possible alternatives and decision makers’ preference towards the same as well. It systematically considers all the relevant and available information for preference of the decision makers. Keeney, (1980) advocated for the utility theory and analysis as it helps the decision makers to evaluate alternatives through formulating and integrating judgment and preferences. Decision makers may, categorically exploit the knowledge, experience, judgmental skills for professional and individual decision making. Studies on the effects of participation on acceptance of strategic decisions, performance management systems and organizational development efforts (Roth, Segars & Wright, 1998) also examine what the objectives of the organization are and how managers try to achieve strategic objectives (Wright & McMahan, 1992). In modern days, Kaplan and Norton's Balanced Scorecard (1992, 1996a, 1996b), also decomposes an organization's strategic intent into four main components, however, they specified only one of them in financial terms. Dyer, 1984; Schuler & Jackson, 1987a proposes to successfully pursue a particular strategy along with a specific set of manpower practices in line with strategy and overall HRM practices for incorporating a synergistic effect on firming the performance (Schuler & Jackson, 1987b; Gomez-Mejia & Balkin, 1992; Delery & Doty, 1996). It is found that the company's business strategy must determine and become responsible for building the required capabilities (Yeung & Berman, 1997).

The analysis has been done on the shortcomings while defining the main barriers in identification and assessment of the utility function, through it is really cumbersome to formulate the point of representation of Utility functions.

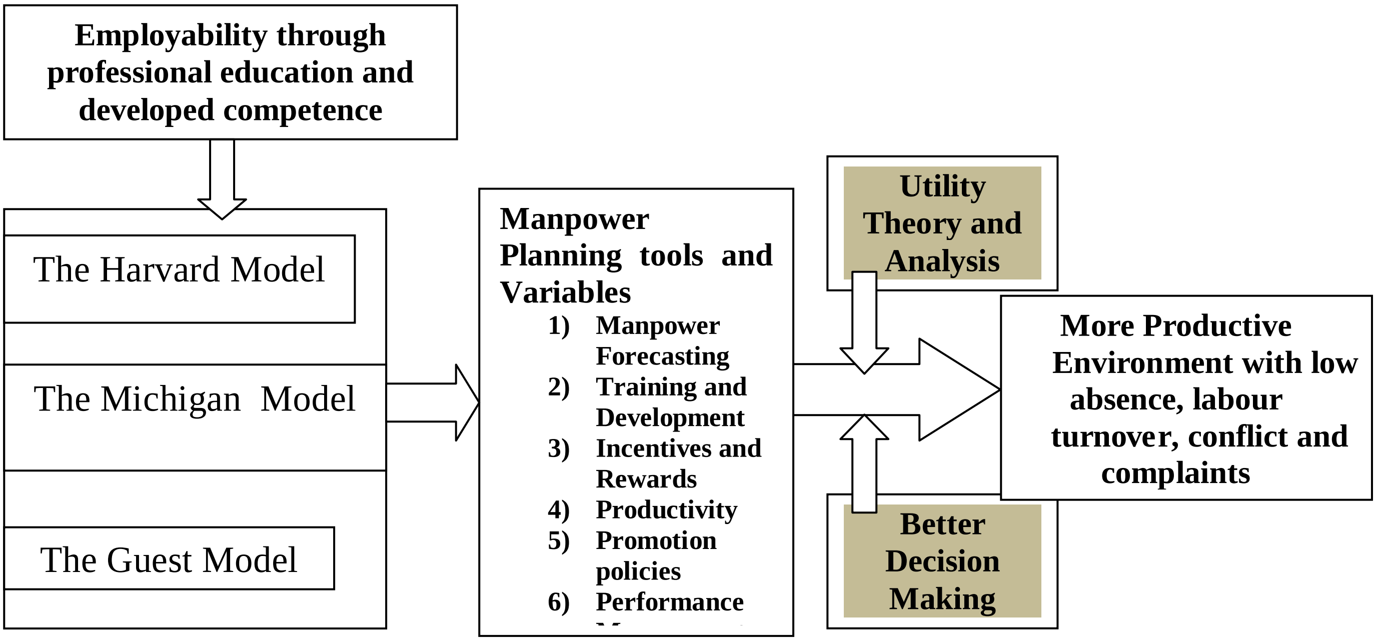

Figure 1.1: A Utility- HRM model-aligned productivity enhancement diagram

For evaluating the optimum benefit of utility based models, many studies used the generic, and available cost-benefit ratio in further investigations. The prime aspects in most of such analysis are the primary, secondary and tertiary assumptions, as the case may be. Additionally, to make the utility function based on aforesaid parameters, practical and meaningful, the utilization of the ratio based on costs to benefits shall also require more and substantial assumptions for the calculations. Fishburn (1965, 1970) and Keeney and Raiffa (1976) discussed an analytical representation using all costs and benefits and other measures using a utility function with specific arguments on costs and benefits incurred or supposed to be incurred against the contexts which are an assumption based, though not hypothetical in a real sense. The protocol of the analysis reflected on the measurement of quantitative utility, based on theoretical apprehensions, and a significant effort has been made to establish the same mathematically.

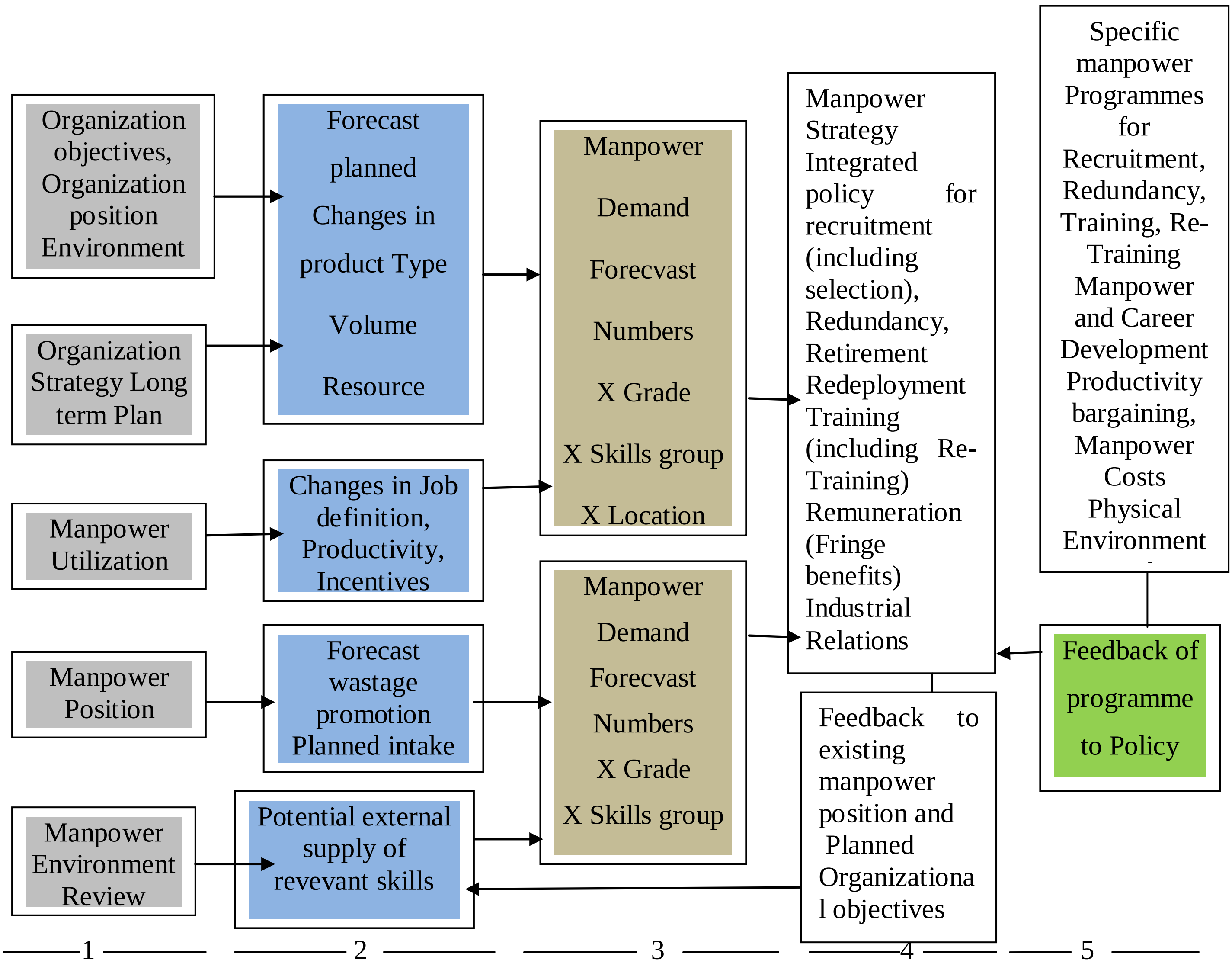

Figure 1.2: Components of Manpower and Personnel Planning

III. Manpower Planning Models

a) Harvard Model

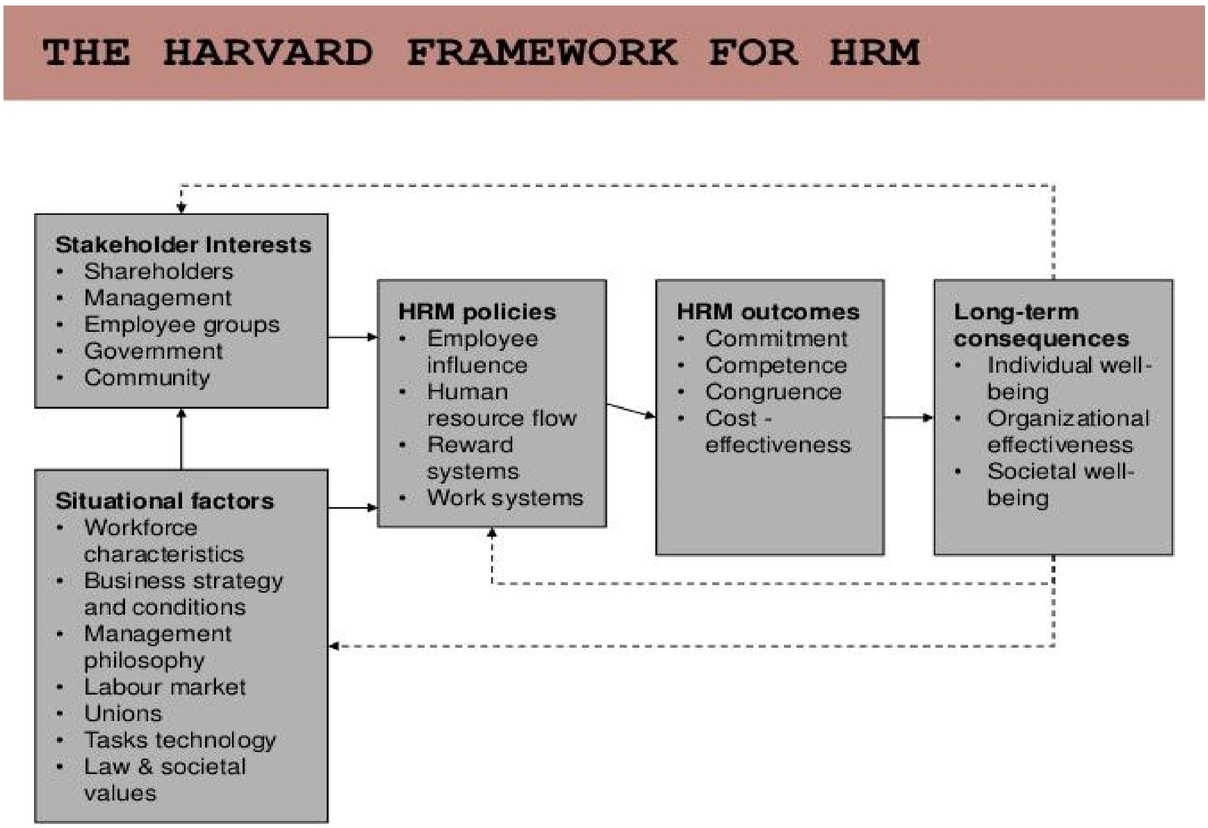

Figure 2.1: The Harvard Model

It was postulated by Beer et al. (1984) at the School of Management, Harvard University. While formulating the model, to reflect on comprehensive solutions, the authors of the said model also coined it the micro and macro level model of HRM territory. This model acknowledges the involvement of community at large along with one/multiple stakeholders which include but not limited to a different group of employees and Government. We also discussed that the recognition of the legitimacy of aforesaid the existence of various stakeholders perceived about the model in a new way, and the same evolved as a neo-pluralist model and the same was emphasized specifically on human aspects along with soft sides of workforce planning.

Grinold and Marshall (1977) in the research work titled "Manpower Planning Models" Harvard model asserts to compete for as much as it entreats to include six crucial elements of Manpower planning like stakeholders, conditional parameters, manpower planning strategy options, HR results, permanent outcomes, and a review loop. The results go directly into the company and to the people who have a particular interest.

We have recorded above factors as the workforce strategy which shows staff-level influences; resource flows, reward system, etc. A utility-based analysis of the model depicts that the results and layout are deeply rooted in the people relations as an HRM tradition. We recognize the anticipatory influence of employees with a channel of human relations, engagement, and motivation alongside the development of a corporate culture under internal bonding, trust, and teamwork. The takeaway of the critical process outcomes renders a visible impact on a long term to very long term consequences, improved productivity outcome, organizational output, and effectiveness which will, in turn, explore and influence shareholder interests and relevant interim factors to make it a cycle. In light of utility analysis, the quantitative outcomes from such processes are soft as the process confers high congruence, exceptional commitment, engagement, competencies, etc. Harvard model's philosophy stands on the belief of receiving competitive advantage through quality human resources by treating them as assets and not costs.

b) The Michigan/Matching Model

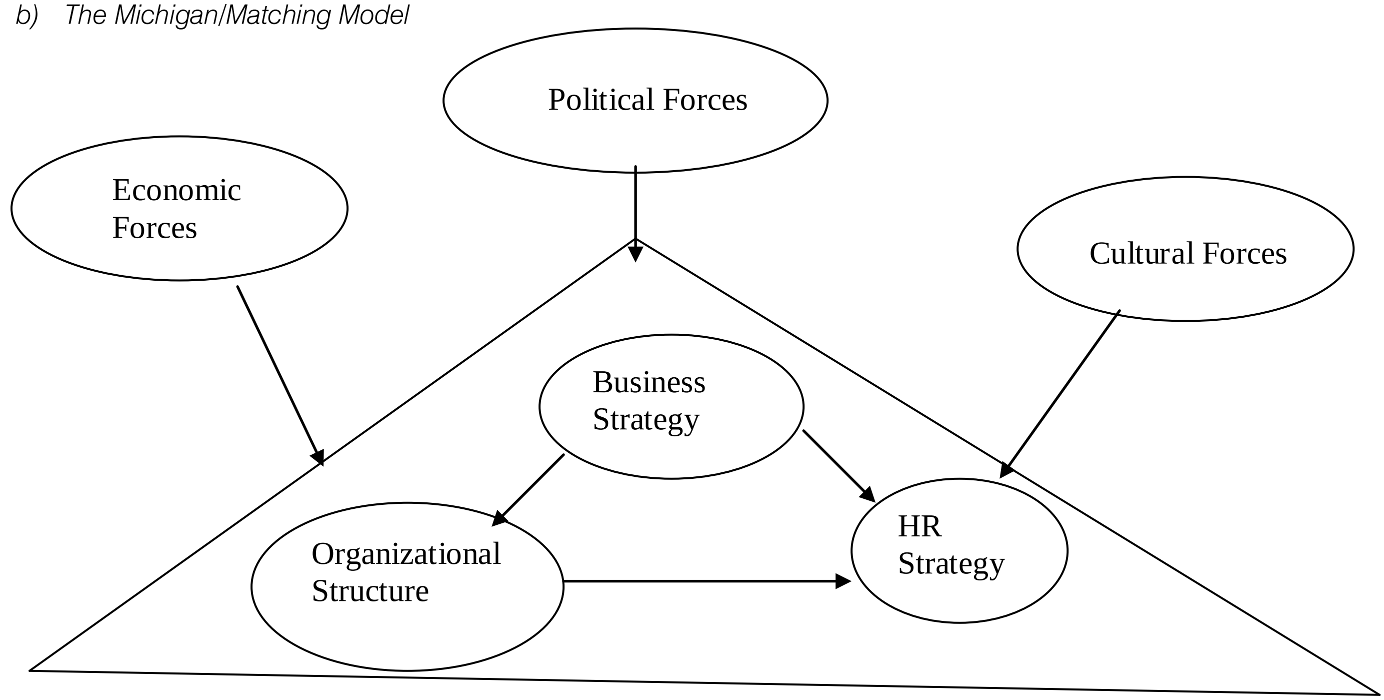

Figure 2.2: The Michigan Model: Devanna (1984)

The Michigan model was developed by Fombrun, Tichy, and Devanna (1984) during their comprehensive research on Human Resource Models at the Michigan Business School. They also named this model a matching model of HRM. This model has been propounded as 'hard' aspects of Manpower planning and HRM because it emphasizes on considering employees as a blueprint of the organization's business strategy. The Hard aspects of HRM focus on the usage of people as resources and as a factor on the competitive success of the organization. The Business and strategic HR areas should invariably be highly systemic and analytical as the objectives are an integral part of the business strategy, and, hence, becomes crux of this model (Evans and Lorange, 1989). The Michigan model acknowledges the primary area of importance for upgrading, motivating and awarding people, and emphasizes mostly on managing the human assets and optimally utilize them to achieve desired goals. Although empirical evidence have not generated any strong linkage of practicing consistent and systematic with hard HRM, still the studies by Truss et al., (1997) at large organizations where the employees were associated and managed towards business goals.

c) The Guest Model

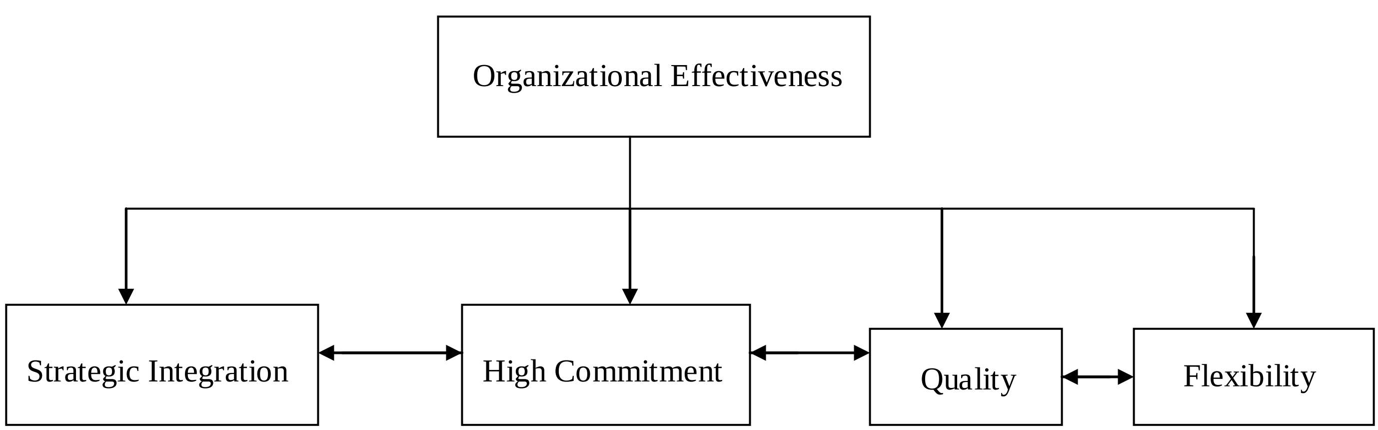

Figure 2.3: The Guest Model

David Guest propounded in 1987 which is a fusion of soft and hard aspects of Manpower planning and a combination of the following four functions:

- Strategic Integration
- Flexibility

- High Commitment
- Quality

In the Strategic integration aspect, the model tells about the integration of Manpower and other crucial HR strategies with overall business strategy, both in short and long run, to achieve desired goals and thus focuses on harder aspects of the HRM planning. This model also fosters Manpower planning as an effective part of the functional plans and shall have the potential to ensure the implementation of other related strategies in organizational context. Whereas, flexibility is purely concerned with the adaptability of the Policies, Management, employees and the entire organization to the changing business and works environment with inclusions of new cultures, challenges, and innovation. Flexibility can bear hard and soft aspects of HRM and shall be in numeric, functional, etc. The utility of labor requirements are the harder aspect of the Manpower planning where the inclusion of labor in a system is fully need-based and may often relate to exploitation. Flexibility, at times, concerned to achieve business objectives, though by treating employees or labors, as fairly as possible. High commitment denoted the cohesion of employee's individual or collective outcomes with the objectives of the organization as a whole where a positive behavior and attitude helps the employees to explore their potential to the fullest and stretch them wholeheartedly to achieve the organization's commitments. Lastly, this model believes in overall quality enhancement by preparing and delivering quality goods and services resulting in quality treatment to its manpower assets.

The Harvard model creates a basis for a critical analysis of comparative manpower planning and other HR aspects as it categorically classifies the inputs and outputs at the organizational and societal level. It also broadly recognizes the interest of stakeholders and the trade-offs between management and the labors/employees and widens the scope of influencers in strategic choices of management, the motivation of employees and situational issues of other stakeholders. Whereas, the Michigan model explicitly narrated the coherence of strategic guidelines internal to the environment and expresses it's further coherence to the business strategy which is purely external to the environment. The Guest model, however, clearly focuses and chart out the inter-linkage, and maps of inputs and outputs of various Manpower and HRM functions with a thorough association with strategy, practice, impact, overview and outcome. It shows how the coherence of relevant HRM practices has higher impacts if applied properly and how it results in better individual performance in a given environment. The factors include commitment, quality, flexibility, productivity, innovation, conflict, turnover, etc. However, the guest model has not taken different inputs for situational constraints and stakeholders inclusion which may significantly change the outcome of financial, behavioural and performance areas, as the case may be. It should also take the dynamism of the environment and alternate functions into consideration for better justification. The Michigan model failed in its prescriptive nature, more or less, and focus on it's driving forces along with four definite practices like selection, performance, appraisal, and reward. Unlike the Harvard model, it is failed to understand the situational factors of different stakeholder's interest and thus the basis of strategic choices by various levels of decision alternatives from Management. It also pays less attention towards cost-benefit viability of the prescribed processes to be more realistic. The main weakness of the Harvard model was the absence of the basis for practical and theoretical measurement of coherence and relationships between situational inputs, effects, and outcomes at situational and individual levels, performance, and it's indicators. In this context, we propose a new model in Indian context for Manpower planning and development where we take from individual and societal context by incorporating two-way utility analysis process, internal and external to the environment.

d) A New Model on Manpower Planning and Development

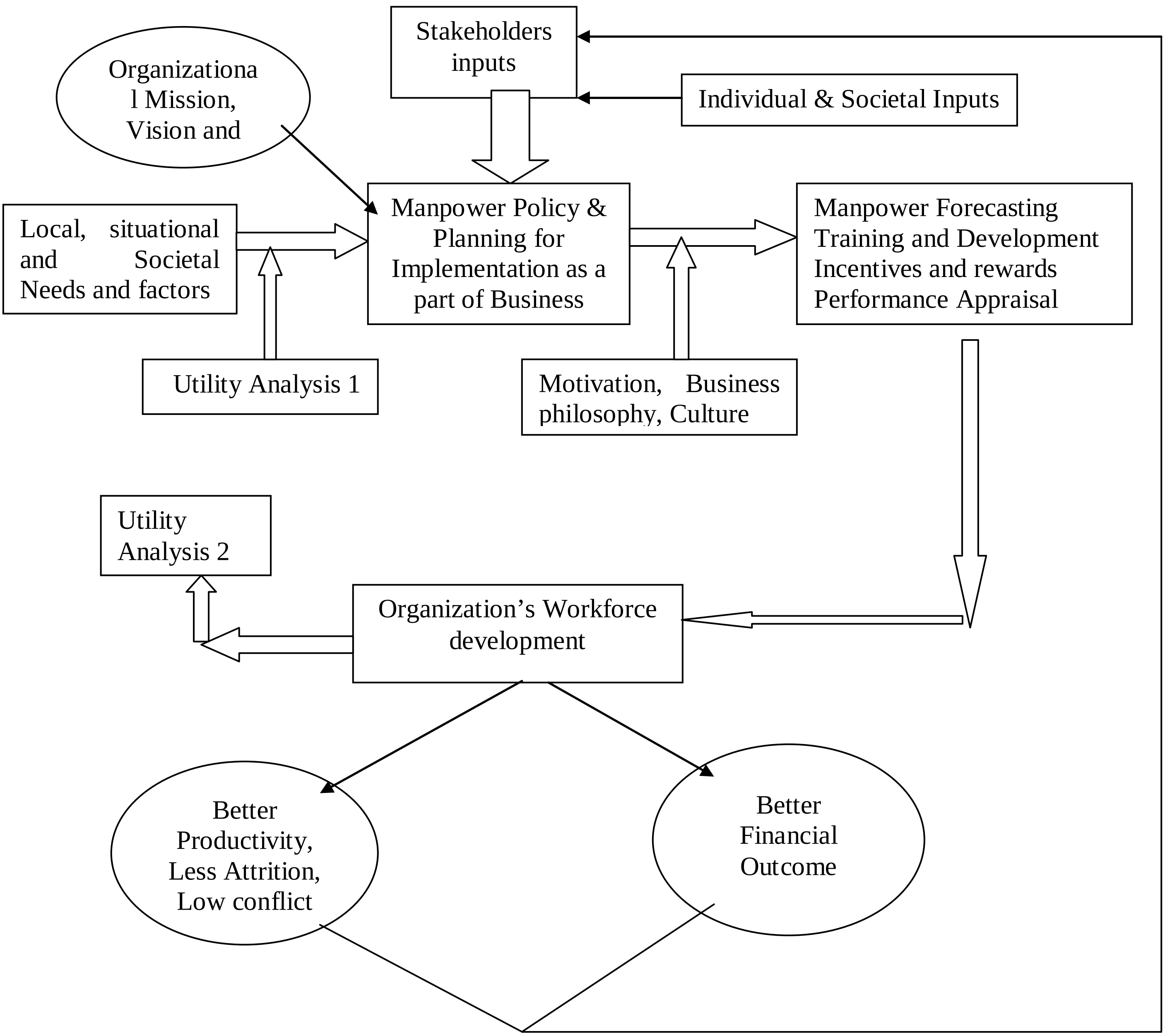

Figure 3.1: Newly Proposed Model of Manpower Planning and Development

IV. Conclusion

We consider systematic and cost-effective manpower and personnel planning as a crucial aspect in an organizational context and it is a significant problem in any large organization because of its poor understanding of real outcomes along with the lack of involvement of decision makers in the whole process. We can take lower acceptability and awareness on analytical perspectives of utility in the presence of various manpower planning models in a fast changing and dynamic environment as the other reasons. The consequences of the alternative policies selected are also significant. Most traditional manpower and personnel planning models have not carefully focused on those goals and outcomes are conceptual models at the best. The utilization of utility theory and analysis for structuring objectives and quantifying an objective function has much to offer for any need-based, situation-driven, non-prescriptive outcomes. However, for the potential advantages to be achieved, the research must be carefully and thoroughly conducted. The cost-benefit outcomes is sound and practical. The operational procedures of the analysis are available for delineating viability of a model, or it's inputted through systemic and normative concepts. However, it is getting

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increasingly difficult to utilize the resources, and its application requires substantial creativity to generate the desired outcome which is due to the complexity of the stakeholder's problem statements, subject to shortcomings of the approach. Irrespective of the changing environment in the organizational context, if the variables remain predictive and responsive the input category, the output would be more accepted by the beneficiaries and thus will generate more involvement in the decision making and utility analysis process in India.

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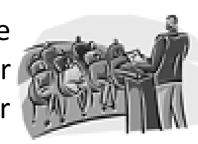

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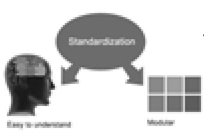

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The MARSBA member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.

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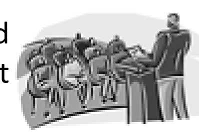

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.

The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of “Open Association of Research Society, U.S.A (OARS)” so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.

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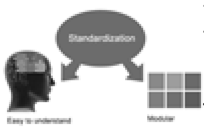

After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

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- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

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- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
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f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation) by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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