

**THE INDIAN JOURNAL
OF
BUSINESS ADMINISTRATION**

**Vol. 7
2011**

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The Indian Journal of Business Administration

The Indian Journal of Business Administration is the official organ of the Department of Business Administration, Jai Narain Vyas University, Jodhpur. It aims at bringing to surface original studies-- papers, research notes, reviews of literature-- in different areas of Business Administration, made by academicians, practitioners and independent thinkers having genuine concern with the theory and practice of Business Administration, for the purpose of fuller appreciation of the manifold dimensions of the subject that may lead to more effective and meaningful management of operations.

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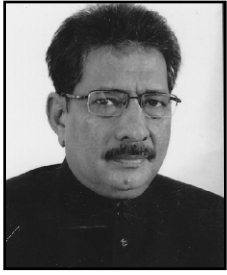
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Prof. B.S. Rajpurohit
Vice-Chancellor
Jai Narain Vyas University
Jodhpur

23rd July, 2011

Message

I am happy to see that the seventh volume of the Indian Journal Business Administration is ready for the academic audience with better contents. It is further appreciated that this volume is published as a special issue dedicated to my predecessor the late Prof. Navin Mathur whose sudden and untimely death has shocked the entire University family. I have a divine responsibility to complete his unfinished tasks so as to make the University a world-class institution.

Since I have been a part of the Faculty of Commerce and Management Studies both as a student and also as a teacher for more than four decades, I would proudly say that Commerce and Management Education at Jai Narain Vyas University has set benchmarks in qualitative teaching and research for past fifty years. The faculty has given maximum number of chartered accountants to the nation.

The Department of Business Administration in the Faculty has grown academically richer over the years and is committed to high quality of teaching and research that is amply reflected in this annual Journal. The conceptual articles and research papers published in the current issue are of better quality and the contents are getting richer and

richer every year. I am sure, readers will find the journal intellectually rewarding.

with the active cooperation and support by students, teachers, employees, parents of students, members of University statutory bodies, and prominent citizens of Jodhpur we will be able to demonstrate excellence in our activities and performance throughout the year.

I Must congratulate the editorial team of the Journal for their academic efforts in bringing out this seventh volume for benefits of students, teachers, researchers, and business enterprises.

B.S. Rajpurohit
(B.S. Rajpurohit)

A PROFILE OF THE DEPARTMENT

The Jai Narian Vyas University was established on 2nd June 1962 as 'The University of Jodhpur'. Later on, it was renamed as 'Jai Narain Vyas University.' The University has a residential character. The erstwhile 'Faculty of Commerce' of the university was restructured into four separate teaching departments, viz The Department of Accounting, The Department of Business Finance and Economics, The Department of Business Administration, and the Department of Management Studies in the year 1990 with a new umbrella name of 'Faculty of Commerce and Management Studies.'

The Department of Business Administration came into existence on 3rd Feb.1990 and since then it has grown both academically and professionally. With Prof. P.N.Saxena as its first and founder Head of the Department, we have had a long journey of two decades. Prof. Saxena is both satisfied and happy to see the Department growing for his successors Dr. D.P.Ghiya, Mrs. Asha Malhotra, Dr. A.B.L. Mathur, Dr. R.R.Lodha, Dr. L.C.Bhandari, and Dr.Rajan Handa, all have taken the department to greater heights over the years.

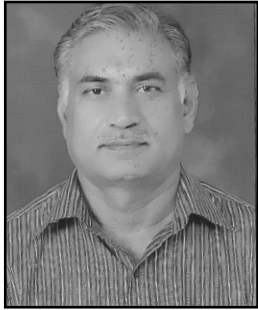
The Department offers M.Com., MHRM, M.Phil, PhD, and D.Litt in Business Administration. At the undergraduate level, the Department offers B.Com and BBA Degree courses in combination with sister departments. Two separate Post Graduate Diploma courses, namely PG Diploma in Marketing and Sales Management and PG Diploma in Human Resource Management have been successfully running on self-financing basis. Both the diplomas have proved quite useful as professional job oriented

courses for past 16 years. The M.Com. Program offers specialization in four different areas: The Human area, The Marketing area, The Finance area, and The Institutional area. Currently, teaching is provided in Marketing and Human areas. The newly launched Postgraduate flagship Program named "Master of Human Resource Management" has been started from the academic session 2010-11.

The Department is staffed with and enriched by three Professors, One Associate Professor and one Assistant Professor. Since the creation of the Department till date, around 48 PhD degrees have been awarded and around 28 PhD researches are in progress thereby usefully contributing to Research for advancement of knowledge in the domain of business administration. Several of our graduates have been very well placed in different organizations both in India and Abroad. The Department is also contributing by working on major and minor Research projects undertaken by its faculty members. The department successfully organized its first UGC Refresher Course on 'Contemporary Managerial Challenges' from 22nd June to 11th July, 2009 and now it is scheduled to organise the Second UGC Refresher course from 1st October to 21st October, 2011 on "Management of Business Enterprises : New Challenges." I must say that We in the department have always worked with a team-spirit and therefore whatever we have achieved so far, it is the gainful result of that. For all communications, following is the address of the Department:

*The Department of Business Administration
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Jai Narain Vyas University,
Jaswant Campus, Ratanada Road
Jodhpur 342 001 Rajasthan, India*

Prof. R. C. S. Rajpurohit
Head of the Department



Dr. R.C.S. Rajpurohit

Chief Editor
The Indian Journal of
Business Administration

Message

Dr S. Radhakrishnan, former President of India inaugurated our University in the year 1962 as 'The University of Jodhpur' which was renamed as 'Jai Narain Vyas University' in the year 1986. Shri Jai Narain Vyas was a former Chief Minister of Rajasthan hailing from Jodhpur in whose name it has been rechristened. In his inaugural speech Dr. Radhakrishnan said: "It is my hope and it is my earnest desire that the young people, who will be educated in this university, will go forward not as prisoners of the past, but as pilgrims of the future, will develop in them a spirit of dedication, a spirit of wholeheartedness, single-minded concentration on the advancement of knowledge whether in science or in humanities". The 50-year journey of the university has been glorious by producing eminent scholars, scientists, engineers, educationists, corporate executives, Vice-chancellors, and social and political leaders including our present chief minister Shri Ashok Gehlot, for the society.

Our beloved former Vice-chancellor the late Prof. Navin Mathur perfectly worked in tune with these golden words of the inaugural speech delivered by a great 'philosopher president', fully committed to make the university a world-

class institution with 'state-of-the-art' technology and other support facilities so as to realize those ideals. Prof Mathur was Son of the soil, was a brilliant student of this university, was a teacher in this university and eventually became chief of the university. Prof Mathur's sudden demise has shocked everybody in the university. The editorial team of the Journal has rightly decided to dedicate its present volume as a special issue to pay our respectful homage to a worthy Vice-chancellor who suddenly passed away on 21st June 2011.

We felt that it is a fitting tribute to the departed soul who was a friend of all. Prof Mathur took the reigns of this university on 28-11-2009. During short span of his incomplete tenure, he was able to produce useful results in the university. Being part of the university administration, I was privileged to meet him frequently for official as well as unofficial purposes and always found him concerned about welfare of teachers and students and I never saw him exhibiting autocratic behavior. He in fact conducted himself as a head of the university family in a true sense. When I expressed certain difficulties in starting our flagship postgraduate programme named 'Master of Human Resource Management' (MHRM), he immediately issued administrative orders for the purpose and said: "Rajpurohitji, proceed; difficulties will be overcome". He was so quick in his action. Prof Mathur made a remarkable history in promoting 168 teachers under the career advancement scheme at one go. He was son of the soil and he served the soil with a pure heart. I am missing him.

R.C.S. Rajpurohit



Dr. M.L. Vasita
Editor
The Indian Journal of
Business Administration

EDITORIAL

Welcome to the Volume Seven (Special issue, 2011) of *The Indian Journal of Business Administration*. This issue is a true tribute to our former Vice-Chancellor Late Prof. Navin Mathur, who taught us that, “*dedication is not what others expect of you, it is what you can give to others*”. He had the expectation from our editorial board to bring out the seventh issue as much better and in time and we have done it accordingly.

We could not have reached this milestone without contributions and cooperation received at all levels of the editorial efforts and authors who have contributed to our growing and continued success.

The *Journal* explores subjects of interest to academicians, practitioners and others involved in the field of business. Our goal is to promote awareness, provide a research outlet for the students and faculty, and increase educational exchange. Through earlier articles, and those in this issue, we have explored a broad range of topics including: instructional improvement, methods for delivery of course material, performance measures, learning approaches in new business environment. Our contributors have written their papers in the fields of banking, finance, management, marketing, business education, and MIS. In addition, our contributors come from a global arena including Oman, Abu Dhabi, Saudi Arabia and the United States.

We are still learning, still experimenting and still attempting to improve our process and product. We would appreciate your feedback and suggestions, and welcome additional assistance to the editorial board.

DR. M.L. Vasita
Editor

THE INDIAN JOURNAL OF BUSINESS ADMINISTRATION

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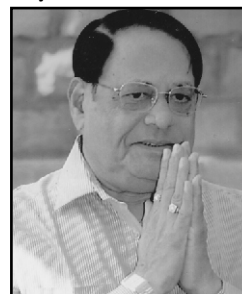
THE INDIAN JOURNAL OF BUSINESS ADMINISTRATION

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Special Commemorative Issue Dedicated to



Late Professor Navin Mathur
MBA, PhD

Former Vice-chancellor of
Jai Narain Vyas University
Jodhpur, Rajasthan, India

*Promoter of tourism education and Recipient of a Gold Medal awarded by World Tourism Organization, Spain.
A Meaningful Life Journey from a Student to a Teacher to the highest office of Vice-chancellor of the Same University.*

Born in Jodhpur	: Sept. 15, 1943
Completed MBA from the erstwhile Jodhpur University	: 1970
Joined the erstwhile Jodhpur University as Lecturer	: 1971
Awarded PhD by Jai Narain Vyas University	: 1985
Became Associate Professor	: 1986
Remained Head, Department of Management Studies Jai Narain Vyas University, Jodhpur	: Oct. 22, 1995 to Sept. 30, 1998
Became Professor of Management at Jai Narain Vyas University	: 2001
Superannuated from Jai Narain Vyas University Jodhpur	: 30 Sept. 2003
Served in Bangkok, Thailand as University Professor	: 1998-2005
Served as Director, Vyas Institute of Management Jodhpur	: Sept. 2006 to Sept. 2008
Served as Director, Institute of Management Lachoo College, Jodhpur	: July 2009 to 27 Nov. 2009
Assumed as 'thirty-third' Vice-chancellor of Jai Narain Vyas University	: 28 Nov. 2009
Suddenly passed away as sitting Vice-chancellor in Jodhpur	: June 21, 2011

Tributary Messages follow



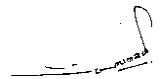
Prof. B.L. Sharma
Vice-Chancellor
University of Rajasthan
Jaipur

4th July, 2011

Message

I am very happy to learn that a special issue of The Indian Journal of Business Administration is being brought out by the Department of Business Administration shortly in honour of late Prof. Navin Mathur, Former Vice-Chancellor, JNV University, Jodhpur.

Late Prof. Navin Mathur was a distinguished academician cum administrator, whose contribution to higher education has been recognized widely. He has been pioneer in launching tourism education in Indian Universities under the aegis of World Tourism Organisation. Besides being an excellent teacher and fine human being, Professor Mathur has written several books and published articles in journals of national and international repute. Recently, he planned a variety of year-long programmes under the Golden Jubilee year of the University. During the short span of time, he has exhibited good governance at JNV University. His untimely departure from this world has created a vacuum in the academic fraternity. Certainly, it will be a befitting tribute to late Prof. Navin Mathur to publish a special issue of the journal. I Send my best wishes to the Editorial Board on this occasion.


(B.L. Sharma)

Dr. P.C. Vyas

Former Professor of Chemistry
University of Rajasthan, Jaipur
And Former Chairman

Board of Secondary Education Rajasthan, Ajmer

Message

I am glad to learn that the Department of Business Administration is dedicating their Journal's current issue to Prof. Navin Mathur, former Vice-chancellor, Jai Narain Vyas University, Jodhpur whose sudden demise has shocked everybody. Dr Mathur was a friend of mine. He was management professor of international repute with global orientation who gave new conceptualities to tourism education in the country which has set a transformational direction for policy makers. He was an able administrator with human face and would be remembered by all those who came in his contact. As Vice-chancellor, he sincerely acted for the cause of teachers and students alike to take the university to greater heights. The country has lost an eminent teacher, an eminent educationist, and an able administrator. I miss him.

P.C. Vyas

Dr. Sunil Mehru
Joint Director
Consortium For Educational Communication (CEC)
IUAC Campus, Aruna Asaf Ali Marg
New Delhi

Message

Academia has lost a society think-tank with the sad demise of Prof. Navin Mathur, the former Vice Chancellor of Jai Narain Vyas University Jodhpur. I had opportunities to interact with him officially as well as personally. We were together in few meetings at J.N.V. University, Jodhpur and also spent many hours of healthy interaction in person. He was the man of Principles with a very sharp vision and incredible decisive power that I had experienced personally in one of the meetings held at his residence's office for EMMRC Jodhpur.

He was the man with perfect combination of intellect and sentiment. My 11-year old son 'Yagya' is very fascinating to him. He always carries his visiting card with him. On the very second day morning of the sad demise of Hon'ble Vice Chancellor; my son was holding the newspaper in Jodhpur for half an hour and reading each and every moment that took place in the hospital as well as funeral... the man of sentiments had gone. He always became child with kids.

Dr. Sunil Mehru

Dr Navin Mathur
Professor
Department of Business Administration and
Former Administrative Secretary to the Vice-chancellor
University of Rajasthan, Jaipur

Message

The late Prof. Navin Mathur, former Vice-chancellor of Jai Narain Vyas University, Jodhpur had a long distinguished career as an academician. He was a voracious reader and a prolific author. Undoubtedly, he played a key role in promoting tourism as a subject of study. He always impressed students with his practical wisdom and knowledge. He was a great teacher, a great person, a great friend, a great administrator, a great family member, a great father, a great author, all rolled into one.

I had the privilege of having very useful discussions with him in the University of Rajasthan at the Vice-chancellor's office on various official occasions and meetings. Many of his suggestions in respect of higher education and universities were appreciated by academicians and government officials. Not only me but all my family members had very high regards for him. With his sudden and unfortunate death, I have lost a close relative, a good friend and a well-wisher.

It is indeed very sad that his boat was half upstream when destiny snatched him from the hands of his close relatives, friends and well-wishers.

Navin Mathur

Dr. P.N. Saxena
Former Professor and Founder Head
Department of Business Administration
Jai Narain Vyas University
Jodhpur

Message

Little did I knew that I was in for a painful shock within hours of my arrival from Bangalore after four months' stay, for only in the early morning of 22nd June, 2011, I got shocking news of sad, sudden and untimely demise of Prof. Navin Mathur, Vice Chancellor, J.N.Vyas University, It is a permanent loss to me. I had a very long association with him spanning over 40 years. Firstly he was my student while doing his Management programme, then as a colleague when he joined the faculty and finally a personal friend. I always treated him like a younger brother.

Prof. Navin Mathur was a very good speaker, dynamic personality and full of vision. He had travelled widely both in India and abroad and held important positions in foreign Universities. It was he who introduced as Head of Management Department P.G. Course in Tourism & Hotel Management.

As V.C. he will be remembered for several important contributions for the growth and development of the University in a very short time. His passing away is a great loss to the Academic World and J.N.Vyas University in particular.

P. N. Saxena



Dr. D.S. Kheechee
Associate Professor
Department of Business Finance & Economics
And
Member, Syndicate
Jai Narain Vyas University, Jodhpur

Message

Late Prof. Navin Mathur, Former Vice Chancellor, Jai Narain Vyas University, had attained a remarkable recognition not only in India but also overseas as the subject expert in the field of management and tourism. His effective teaching style and thorough knowledge of management established him as a management Guru. Simple, clear and effective delivery of subject matter was salient features of his lectures. He used to teach management not only as a theory subject but he was equally good in imparting the practical implications of the subject.

I had a very long, vital and multi-faceted relationship with Late Prof. Navin Mathur. He was my teacher during my student life and showered due affection on me. I was highly influenced by his personality, vision and creativity. I was opportune enough to have him as colleague when I started my teaching career in the university. I was privileged to understand the depth of the subject during his guidance. Gradually, we developed informal relationship between us and that took us more closely. Eventually, this formal relationship finally turned up into a close friendship and it seems that this relationship was there since long. I have lost a mentor, colleague and a true friend of mine suddenly. I

salute him from the inner core of my heart.

When Late Prof. Navin Mathur took over the charge of the university as the Vice Chancellor, the university was under a big financial crisis. The teachers and employees of the university were highly depressed about their promotions and the students were disappointed. He began his journey as Vice-Chancellor in such a distressful and difficult environment. With his refined management skills, he established coordination with the state government and made it possible to increase the annual grant of the university. Despite many complexities, he promoted a big lot of teachers as per their rights. He prepared a blueprint to make this university hi-tech and international university. He also designed an outline of the activities to be undertaken regarding the Golden Jubilee celebration of the university. He just drafted a proposal regarding the recruitment of teachers and employees in the university but it was our bad fortune that we lost him untimely and this sudden loss can never be compensated.

I pay my heartfelt tribute to such a multi-talented management Guru who was not only a great personality but also a legend and an institution in himself. My sincere salute to him once again.

D.S. Khechee

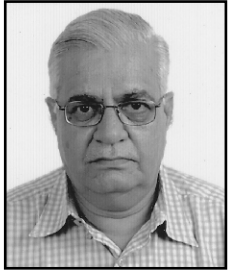


Professor R.L. Mathur
Principal
Lachoo Memorial College of
Science and Technology
Jodhpur

Message

Professor Dr. Navin Mathur, a brother, a friend and a helping hand, a man with zero wrinkles on his forehead, no matter how tough the time is. He was a great orator, a wonderful teacher, an eminent and efficient administrator. It is difficult to wrap his versatile personality in words. Academic world will always recognize him as a great human being.

R.L. Mathur



Dr. R.L. Dadhich
Director, Management Studies
Lachoo Memorial College of
Science & Technology, Jodhpur

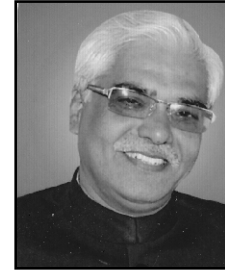
Message

The sad demise of Prof. Navin Mathur is a personal loss of mine. As a teacher, administrator and above all as a human being not only me but all his contemporary rates him very high. My Ph.D is the outcome of his personal pursuance and valuable guidance & supervision. The much awaited promotion of more than 160 faculty members of the university was an excellent example of his able leadership and administrative skills.

It is difficult to express his versatile personality in few words, but it is sure that Prof. Navin Mathur was born for academics and till his last breath he put his hundred percent efforts to uplift the higher education and academic standards at national and international level.

I pray to almighty that his soul may rest in peace and his work and charisma act as inspiration for the upcoming generation.

R.L. Dadhich



Dr. Ashok Bohra "Anitya"
Professor
Department of Accounting
Jai Narain Vyas University
Jodhpur

Message

A lovable Man: difficult to be forgotten...

Yet I am not able to accept this hard fact that Professor Navin Mathur in his bodily form is not available amongst us but the facts can't be denied simply because we ignore them. It is a hard fact of life and we are condemned to accept.

He was a teacher when I was pursuing my graduation. I was not taught by him per chance. However, when I joined the faculty I was accepted by him as a loving colleague and then very soon we became Guru-bhai as we both were pursuing our doctoral research under the guidance of Professor R.K. Agarwala Shaheb.

I have many fond memories of Navin Saheb, whom we all usually addressed like this. Friends! I have rarely come across a person of his genre who had the immense courage to accept publicly his limitations and weaknesses; this made him an honest person of his own kind. I salute his honest behavior. Particularly for me he had a different place of consideration; and jokingly said "ऐ तो विवेकानंद जी है". I have lost a friendly-well-wisher: an irreparable loss indeed.

I did wish to emulate his style of preparing notes (his hand writing was unique and enviable for those who have a bad hand like mine), commitment to study table, lust for

learning even from his students, (I still remember how keen he was to learn computer applications when we both together were helping Kusum for her research), style of dosti, political wit, wisdom and humor etc. etc. but I hardly could learn anything.

I had very little chances of visiting his place but whenever I had a chance I could vouch his styles of difference. He belonged to an aristocrat family of erstwhile Jodhpur but he broke those inhibitions and became the leader of the downtrodden.

When he was adored with the Vice-chancellorship of the Jai Narain Vyas University, Jodhpur on 28th November, 2009, one and all were charged with confidence and hope. All and sundry felt that they have a direct approach to the position where in general the entry is restricted with a bill-board "Beware of Dogs"! His love for the lower will hardly be forgotten.

The Department of Management Studies was his first love and it did not change till his last days. Positions did not matter for him, he respected everybody first as human being and this did not change with his escalating honours."

On 29th November, 2009 I sent the following SMS to Professor Navin Mathur Saheb:

"... Congratulations! All good wishes for a healthy, happy, meaningful and remarkably successful tenure, sir. We wish to see your name in the list of Professor Jha, Roonwal, John ..! The Almighty shall grant our wishes and make us feel proud of your contribution in the history of our University..."

And today I can say with full satisfaction and surety that the aforesaid message has come true with the grace of Almighty

or rather. He was kind enough to grant him a special and exclusive place in the history of our University.

His stint tenure as Vice-chancellor will never be forgotten as he could do that thing successfully which was felt almost impossible by one and all. But his genius made it a reality. ..!(Career Advancement in triple digit).

His love and consideration for me and my wife shown by him and his wife (Manju Bhabhi Ji) is one of the sweetest memories we have. We both were given a warm welcome and asked to share the Lunch table with his family and Professor Ratan Lal Ji of Lachoo College at the Vyas Institutes of Higher Education, I was little bit hesitant as the protocol did not permit me to accept that offer, I was late too; but he instantly observed my hitch and offered his old relationship of friendly togetherness and communicated that for him and his family I was still the same "Ashok Ji" (as he always addressed me); during the lunch his love for me was indeed enviable.

My last communication with him was during A.C. Meeting "कोई बात नहीं साब" but he instantly could guess my feelings and jokingly said "थने जिको केवनो है वो लिख दीजे " but within three days". I did write my suggestions through e-mail, I really did not know that that will be my last mail to him! What a jolly man he was? I will always cherish his good memories. ...!

Let his soul rest in the heavenly abode and his family should be bestowed upon the courage to bear this untimely and sudden loss! "ईश्वर करे ऐसा ही हो".

Dr. Ashok Bohra "Anitya"



Dr J K Sharma

Professor

**Department of Business Administration
Faculty of Commerce and Management Studies
Jai Narain Vyas University, Jodhpur**

Message

I am writing this message with a heavy heart. Navinji had always treated me like his younger brother ever since 1980 when I joined this university as lecturer in the erstwhile Faculty of Commerce. At that time, I was a young boy of twenty-two hailing from capital town Jaipur for whom Jodhpur was a new place. Being a senior teacher in the faculty he took care of me and soon became a big brother of mine.

He was a good teacher, good researcher, good writer, and also a good manager. It has been a normal experience among the teaching fraternity that when a teacher becomes a vice-chancellor he becomes anti teacher. But Navinji proved it otherwise. From day one till his last working day he remained a 'teacher-friendly Vice-chancellor'.

Despite his ill health and taking all pains, he was effective and successful in completing the process of teachers' long-due promotions under the career advancement scheme making a history of promoting 160 teachers at one go - an extraordinary achievement indeed. Because of serious complexities, it looked almost impossible to complete the promotion process. He once remarked to his fellow teachers: "I would promote every eligible teacher come what may even

at the cost of losing my top job ". He was such a bold individual prepared to pay such a heavy price for the cause of teachers. He was a man who always acted above cast and creed without any prejudices. I have lost a loving friend, a loving colleague, and of course a big brother.

When we lose our beloved ones for ever, 'strength, acceptance, and consolation' comes from 'Shrimad Bhagavad Geeta' wherein lord Krishna declares: "jatasya hi dhruvo mriturdhruvam janama mrtasya cha". For one who has taken his birth, death is certain; and for one, who is dead, birth is certain (2-27). Navin Saab left us suddenly but his journey was meaningful. Om Shanti: Shanti: Shanti:

J K Sharma



Dr. M. L. Vadera
Professor
Department of Accounting
Faculty of Commerce and Management Studies
Jai Narain Vyas University, Jodhpur

Message

I was shocked when I heard the news that professor Navin Mathur, our beloved Vice-chancellor was no more. Navin Sir was my classroom teacher in M Com. Later when I joined the University in the year 1979 as a Faculty member; he started treating me as his younger brother. I am fortunate to have worked with him on various occasions, events, and activities that made me mature enough to face the challenges of life. His total support in my PhD research work before leaving for Bangkok is unforgettable for me.

Sir was very prominent in the town for his soft spoken personality. He had equal command over both English and Hindi while communicating with people. His beautiful handwriting would always be remembered by all. I gratefully remember his that important telephonic call to locate me while I was working in a Bank at Banner in the year 1979 so as to give me the happiest news of my life that I had been selected as a permanent Lecturer in the University. On those days of poor communication facilities, he was able to locate me with the help of our common friend Shri Kailash Mehta asking me to immediately come down to Jodhpur to join the university.

He was indeed very affectionate to me and my young son Manish who also happened to be his MBA student at Vyas Institute of Management, Jodhpur of which Prof. Mathur was the Director. Over the years, we became the part of Mathur family. His untimely death is a great personal loss to me and my family. With his demise, Jodhpur has lost a loving son of the soil. I pray to Almighty God that his soul rests in peace.

M. L. Vadera

