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Female as Chief Executive

Management in Garments Industry

Discovering Thoughts, Inventing Future

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The Driving Force of Enterprise Independent Innovation and Measures for Collaborative Operation of its Factors

By Min Zhang

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Abstract- The field survey, this article through to the enterprise to build the enterprise independent innovation motivation system, from accurate set objectives, increase the intensity of R&D investment enterprise innovation, attaches great importance to the R&D team building, improve research and development success rate, optimize the environment of the independent innovation and so on five aspects, proposed our country enterprise independent innovation motivation system to guarantee the coordinated operation of the way and countermeasure.

Keywords: independent innovation; power system; synergy; countermeasures.

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THEDRIVINGFORCEOFENTERPRISEINDEPENDENTINNOVATIONANDMEASURESFORCOLLABORATIVEOPERATIONOFITSFACTORS

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Keywords: independent innovation; power system; synergy; countermeasures.

I. Introduction

At present, with the developing trend of economic globalization, competition between enterprises is increasingly presented by competition in economic and technological strength, and independent innovation has become the core and basis for sustainable development of an enterprise or even a country (Charles Carter,1981) .The overall situation of independent innovation in Chinese enterprises is far from optimistic. Domestic and foreign experts agree that in most cases, scarcity of independent innovations in Chinese enterprises is not caused by lack of capacity, conditions or opportunity, but by lack of the driving force.(Fu Jiaji,2000).This paper establishes a model for the driving force of enterprise independent innovation, and proposes measures to promote collaborative operation of its factors, so as to provide new ideas and analysis framework for studies on the driving force of enterprise independent innovation.

II. Establishment of a Model for the Driving Force of Enterprise Independent Innovation

In order to construct a scientific model for the driving force of enterprise independent innovation, we visited several industrial enterprises to get the first-hand information about their independent innovation activity, and the key factors for enterprise independent innovation were summarized. Then, basing on a comprehensive study of literatures, field investigations and some other information, we designed the "questionnaire for the driving force of enterprise independent innovation" and sent it to enterprises to fill out. At last, statistical analysis was performed on 78 valid questionnaires returned, to confirm the key factors for enterprise independent innovation and to establish a model for the driving force of enterprise independent innovation.

This model for the driving force of enterprise independent innovation has a three-level hierarchical structure, "the overall driving force - four pillars - factors". The overall driving force is supported by four pillars according to their different role in the system, - "funding, talents, technology, and environment". Whereas, "funding" contains a single factor for enterprise independent innovation - R&D investment; "talents" also contains a single factor - conditions of the R&D personnel; "technology" contains three factors - technical conditions for innovation, expected success rate of R&D, accumulation of enterprise R&D achievements; and "environment" contains four factors - market competition, incentive system for innovation, entrepreneurship, and enterprise culture (Table 1).

Table 1 : The Structure of Driving Force of Enterprise Independent Innovation

	The subsystem	Factors
Driving Force of Enterprise Independent Innovation	funding	R&D investment
	talents	conditions of the R&D personnel
	technology	technical conditions for innovation expected success rate of R&D accumulation of enterprise R&D achievements
	environment	market competition incentive system for innovation entrepreneurship enterprise culture

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III. Measures for Collaborative Operation of the Factors of The Driving Force of Enterprise Independent Innovation

Collaboration means all parts of a system shall work collaboratively, and synergy is the creation of a whole that is greater than the simple sum of its parts due to collaboration. Synergetics aims to establish concepts and methods to develop a unified view in dealing with complicated systems (Guo Zhian,1989).

"Synergy results in order", synergy is inherent for any complicated system. By synergy of its factors, a system represents a macroscopic effect beyond the simple addition of its factors, during which the system achieves order and gains new stable structure. Synergistic collaboration of the internal and external factors and subsystems is required to achieve order of the driving force of enterprise independent innovation. Collaboration is the essential requirement, and for collaborative operation of this system, this paper proposes measures and suggestions from five aspects, to achieve orderly collaboration between funding, talents, technology, and environment.

a) To set accurate a goal for enterprise innovation

The innovation goal is the order parameter for enterprise independent innovation and the dominator of innovation activity. So, to achieve orderly collaboration of the driving force system, we must first accurately set the innovation goal.

i. *To set up specific department for management of independent innovation*

Enterprises shall set up specialized management department for independent innovation, to achieve standardized management of independent innovation activities. This department shall thoroughly master the innovation activity of the enterprise, to establish a solid basis for the innovation goal. Meanwhile, this department shall response properly to situations encountered during the innovation process, and establish timely and effective measures to better coordinate allocation of resources for independent innovation, which ensure accomplishment of the innovation goals.

ii. *To establish clear and effective standard for setting up of innovation goals*

By what standard is an innovation goal regarded effective? It's the first question to be answered when setting up an innovation goal. It clarifies the standard for effectiveness of the goal, helps avoid detours during designing of the goal, and corrects inappropriateness of the goal.

iii. *To set up appropriate goals for independent innovation*

First, an enterprise must understand that independent innovation has its risks, the department for independent innovation shall establish a evaluation system for assessment of such risk, taking into consideration previous innovations and conditions of the enterprise, so as to primarily estimate the success rate of independent innovation. The following two issue must be emphasized: 1, The risk assessment system must suit the enterprise, to comprehensively understand the risks for independent innovation; 2, talents on risk assessment shall be introduced to help ensure the reliable assessment of the risk.

Second, accumulation of previous achievements promotes subsequent innovation activity, the enterprise shall establish a innovation management system from the following two aspects: 1, to establish archives for independent innovation that clearly record the innovation process, so as to provide references for future innovation; 2, to organize participants of innovation projects to report about the innovation achievements, in which the reporter shall summarize the experience and lessons learned so as to guide future researches.

b) Greater R & D funding

i. *The government shall provide more support for enterprise independent innovation*

To provide subsidies for research. Subsidies shall be issued to help industrials that go along the national long-term development plan, those promoted strongly by the country, and those with high standard of creativity. The government shall evaluate the key projects strictly following the "application - verification - supervision" procedure. Subsidies shall be issued in the primary R&D phase of a project, to supplement for the equipment cost and operating expenses. To issue interest-free loans. The government shall invest a certain amount annual financial resource as innovation loan. Enterprises shall develop an innovation project then apply for loans from the government. The loan shall be granted progressively, and later loan shall be basing on progress of the innovation project and repayments of the previous loans.

ii. *Enterprises shall enhance innovation funding themselves*

Enterprises shall recognize the importance of innovation, and actively enhance innovation funding themselves. An enterprise shall understand that higher innovation investment to enhance innovation capacity is the basis to establish a brand name, to improve the competitiveness, and to expand the market share. An important measure to achieve the competitive strategy of product and cost differentiation. Meanwhile, an enterprise shall establish its own R&D foundation, and ensure exclusive use of these money in innovative

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research. An enterprise shall invest a certain amount of its annual income to R&D foundation according to the specific condition of the enterprise.

c) Emphasis on building of R&D team

i. *Ensure sufficient R&D personnel*

Innovation is the activity of a team that requires collaboration of personnel from multiple discipline and field. It can't be accomplished by a single or a handful of people. To ensure sufficient R&D personnel, we must first set up a team leader, and the core members of the team(Li Heng,2002). A proper mechanism for talent introduction must be established to enhance the introduction of domestic experts, overseas talents, or even mature innovation teams, which shall constitute the core of the innovation team and lead innovation activity of the enterprise.

ii. *Improve quality of the R&D personnel*

R&D personnel are the carrier of knowledge and technology of an enterprise, whose ideas need to be continuously refreshed and updated. First, enterprises must pay sufficient attention to the improvement of overall quality of the R&D team by regular training or inviting domestic and overseas experts to introduce cutting-edge technology. Second, enterprises shall lay emphasis on promising R&D personnel. Enterprises can send promising R&D personnel to relevant research institutions for in-depth study, and encourage R&D personnel to pursue a higher degree by allowing part or full-time study and providing tuition reimbursement for those who achieved a degree. At last, enterprises shall pursue cultivation of R&D personnel with international quality. Enterprises shall establish collaboration with overseas research institutions and regularly send R&D personnel for visits and communication.

d) Improve success rate of R&D subjects

As shown by the SD model of driving force system for enterprise independent innovation, success rate of innovation subjects can be improved from the following three aspects.

i. By improving the research capacity of the R&D personnel. Improvement of research capacity of R&D personnel is the result of R&D team construction, as long as the enterprise adheres to construction of the R&D team, research capacity of the R&D personnel would steadily improve.

ii. By improving technical conditions for independent innovation. To achieve this, the enterprise is required to set up new-product R&D center and research laboratory and to introduce sophisticated internationally advanced equipment and other research resources; to regularly maintain and update the research equipment; and to collaborate with domestic and foreign research institutions and laboratories, so as to break through bottle necks in researches.

iii. By introducing (purchase) mature technologies. Although introduced (purchased) technology is not the result of independent innovation, they can be optimal material for studying, internalization, and recreation. In this way, the R&D process can be largely accelerated and the success rate can be improved. At current stage, domestic technology is somewhat behind the international standard. "Introduction - internalization - recreation" is a nice way to shorten this distance and to improve success rate of R&D activities by domestic enterprises.

e) Improve the environment for independent innovation

Which should be carried out from the following aspects:

i. *Cultivate the innovation spirit of the entrepreneurs*

To cultivate the innovation spirit of an enterprise. First, the innovation spirit of the entrepreneurs must be cultivated. The leaders shall continuously enrich themselves by participating MBA, EMBA courses to learn scientific management and mature management methods, and to cultivate a modern management concept and strategic thinking. Second, we must extend the horizons of the entrepreneur's innovation view, and refresh the concept of innovation. They shall understand advanced technology and broaden their innovation thinking. Lastly, the government shall stimulate the entrepreneur's willingness for innovation, for example, by enhancing promotion and incentives for successful innovation, to get the innovation concept and activity widely recognized, to amplify the incentive and exemplary effect on the entrepreneurs.

ii. *Cultivate a culture that favours enterprise innovation*

To cultivate a culture that favours enterprise innovation, we must first establish the lofty status of innovation in the employee's mind. By adopting the people-oriented management philosophy and fully respecting the personnel's values and requirements, an enterprise shall make its personnel feel trusted and belonging, and willing to devote themselves to the enterprise. Second, the concept of innovation shall be deeply embedded in the personnel's heart, to make everyone passionate for innovation. Lastly, the culture of innovation shall be always enhanced to become a culture. By constructing a comprehensive enterprise management system, innovation activity can be integrated into the daily management of the enterprise and get standardized(Xiang Gang, Wang Yingluo,2004).

iii. *Improve internal incentive system for innovation*

Innovation thinking of the personnel shall get recognized and awarded. The enterprise shall establish a reward system for innovation, and bring the innovators proper incentives, such as promotions, honour, bonuses, paid vacations, and so on. Spiritual incentives may include: promotion opportunities for principle and grassroots leaders, and key research personnel; better

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research and work conditions for the innovation team; to establish an innovation contribution awards (medals, trophies, etc.) for outstanding individual or team in innovation; a two-week or longer vacation for the participants of a project when completed, to make them relaxed both physically and mentally, so that they can perform better in the next phase of work. And material incentives may include innovation prize (to grant bonuses for the research personnel after completion of a subject in accordance with the number and quality of contribution, for the outstanding contributors, generous prize shall be awarded; equity incentive, a certain proportion of the profits of the new product can be awarded to the designer in the form of shares under his/her name.

IV. Conclusion

This paper first established a model for enterprise independent innovation, addressing the problems about coordinate operation of its factors, measures and suggestions were proposed from 5 major aspects, including accurate goal for innovation projects; greater R&D investment; emphasis on construction of R&D team; measures to improve success rate of innovation; and construction of an environment that favours independent innovation. Hopefully, these measures and suggestions shall provide effective methods for collaborative operation of the innovative factors in domestic enterprises, and references for continuous development of innovation activities.

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Female Stereotype of Male Dominancy: A Study based on Cabinets Headed by Female as Chief Executive of the Country

By Ghulam Nabi & Song Wei

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Abstract- Over the past few decades huge amount of research on gender has been conducted with dozens of findings from which female stereotypes about male dominancy is the main subject of this study and the basic purpose of this study is to analyze this phenomenon from the perspective of female as prime minister of the country, a top most effective position to bring a change. The study is based on the data of those cabinets which were selected and headed by female as prime minister and CEO of the country. It has been found that regardless of the region, culture, religion or country economic development, the female stereotypes does exist even among the world best female rulers, which this research argues is a serious hurdle in the way of selection of based on gender equality.

Keywords: stereotypes, cabinet, gender equality, prime minister.

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Keywords: stereotypes, cabinet, gender equality, prime minister.

I. Introduction

Since the beginning of the human civilization on this planet the male and female are the two basic realities for their development based on the universal resources existing to make the life growing and prosperous. From the known history of the human welfare the controversy of the control of dominancy between male and female has remained a hot topic of discussion but yet still controversial. In this controversy it is the fact that the female has remained subdue to the male through the known history and had been treated as tool like any other tool of survival. This is also the fact that the female has been used as weapon in different ancient times as war strategy across the globe. The other reality is that a small fraction of the female had always enjoyed all the luxuries of the life without making any contribution for the overall female, these females were normally related to the top wealthy families of kings or its related officials along with few influential traders. The interesting phenomena behind this whole episode of the gender exploitation in all times of the known history is that women had always maintained silence and male generally argued this as their willingness with male dominancy approach of exploitation them, though (Pinder and Harlos, 2001) have argued that actually silence is a purposeful and an intentional behavior which in the context of female have always been ignored while as (Brinsfield et. al., 2014) has mentioned Silence can be a notion of displeasure and a way of protesting against the practices of the organization but no impact on the gender equality.

The present era of modern society concept for human development, this controversy of male dominancy issue remained on the top agenda in almost all the countries and major world forums. These are dozens of human rights watch agencies on the international level working closely to bring the gender equality and empower the women as like men in all sphere of the daily and public life, especially in the field of education, economic and social development. The notable aspect of this scenario is that besides of all these international human right watch associations and hundreds of other human related agencies, the gender balances are still a big question almost in all fields of modern civilization. Beijing declaration (1995) and UN follow up meeting in (2010) like activities are trying hard to empower the women and bring gender equality in the world but still a misery. Researches of this field have made brilliant researches and have identified transparency (Van Balen, 2001; Husu, 2000 and Ziegler 2001), male dominancy in selection committee (Khurana, 2002; Brink at. al, 2006), ambiguity in selection procedures (Ferris et.al., 1996)), organizational politics (Nabi et atl, 2014) female stereotype (Cole et al., 2004; Steipreis et al., 1999), specific networks (Van Balen, 2001; Harris, 2002) involved in causing gender inequality in all sphere of life and among all these hurdles the most serious which we consider is female stereotype about male dominancy.

The main objective of this study is to take up this issue of male dominancy as female stereotype of being male dominant in terms of the knowledge, skills and abilities which (Cole et al., 2004) found in his study on the recruiter evaluation process of the candidates that during the selection process the male recruiter

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views gender qualification & experiences same, while as female recruiter showed tilt towards male applicants This is very serious aspect because in such circumstances the female may not even struggle for their rights in their jobs and other rights in their daily life. This we also see may have been working in past as well. If this holds true then whatever the strategies you may devise, it will remain a challenge for ever selection organizaion. Therefore, this research will focus on the gender composition in the top legislative forum in those countries that has been ruled at least once by a female as chief executive of the country (e.g., Prime minister or President Capacity). After a thoroughly analysis of the previous studies regarding gender inequality and its issues related to women empowerment, this study will particularly focus on the women mind set towards male competencies which (Cole et al., 2004; Steipreis et al., 1999) have defined as female stereotypes and this research argues it is the most significant to study gender from this perspective. This research is the first such study that is looking the issue of gender in equality from this perspective of focusing on the women leaders' attitude towards the male dominancy in their cabinet by noting the number of female cabinet ministers selected by them.

II. Related Literature Review

This literature section has a particular focus to see the gender capability and different hurdles in making effective gender equality based selection. Women politicians have capability to perform better as mentioned by (Ferreira, 2014) who suggested that from the political skill wise the female victors have superiority over their similar male colleagues who won the election It has been in a study that women are showing a reluctant behavior in pursuing their advancement of career and they prefer a work that maintains work life balance Doherty (2006). Kusterer (2014) has made a study on a women empowerment project to unfold the discourse which is concerned about women on top positions of corporate sector and he argued that there was not much progress on brining equality on top positions which may be due to the change in government. Gender inequality had remained all time issue especially for the top management positions for women even among the developed countries as well and in Scandinavian countries the gender equality policy has remained central policy but still there is male dominancy in the public sector institutions which (Tigen, 2002) has described as paradoxical phenomena.

Brink (2006) has found in his study that there is a vivid gap between the male and female mobility towards the upward in employment hierarchy. Generally according to the official census of the governments the women population is more or equal to the male population which has been ignored to give them value by treating them equally in public sector employment. Lews, (2003) has argued that it is the male dominancy that influence the selection of females in organization. Dory (2010) has mentioned that many issues that are causing due to ambiguities are causing due to lack of clarity in the standardized procedures which makes those who are in the power strong to make involvement that may affect the process. European Commission (2008) has reported that in many decades in the European universities and governments the equality of the gender remained on their agenda to bring gender equality but when we note the cabinet of the governments especially by a female executive the situation seems entirely different.

Brink et al., (2010) has argued in his research that the lack of transparency in the selection can cause more favour to a specific candidate because in flexible criteria's in the selection evaluation, the panel members may change their opinion that can be due to power game as well. Brink et al., (2010) has argued in his research that the lack of transparency in the selection can cause more favour to a specific candidate because in flexible criteria's in the selection evaluation, the panel members may change their opinion that can be due to power game as well. Actually there are multiple reasons of not allowing the women in appointments and according to the (Van Balen, 2001) has found that one of the issue is lack of the transparency in making the female selection and another reason according to the (Lews, 2003) is the male dominancy in the selection committees which influence the female selection.

There is no doubt about the women capability even in the politics speaks but they are not doing enough for the other women politicians as highlighted by (Ferreira 2014) that female once become elected have more ability to be re-elected as compare to their counterpart male candidate and this has not any positive impact over the other females to win in the election. Husu (2000) has found in his study that in the open competition the women were selected twice as compare to the males. Researchers have identified that there are specific networks in the organizations that play a crucial role in career opportunities and it is difficult for the women to make an access with these networks (Van Balen, 2001; Harris, 2002). Khurana (2002) has mentioned in his study that it is difficult for a women to be selected if the panel or committee is being male dominated. Brink et al (2006) has elaborated that the gender discrimination can be avoided if organizations would adopt open selection (advertising the post in the journals or newspapers) as compare to the closed or semi open selection procedures. Liu (2013) has elaborated in his study regarding the women in top, that women managers have full capacity to handle the issue or concerns of stakeholders arising due to the changing environment acceptable to all, however he stressed the

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need that they need institutional or systematic support to advance in their career.

Syed et.al.,(2009) had suggested that the important factor of gender equality is their historic culture, socio political and economic setup that may have the gender impact on their employment pattern, especially when it is concerned to the top most in public offices. Brink at. al., (2006) has found that women can have more probability to be appointed if the selection committee consists of a significant number of women members. Kusterer (2014) if you want to maintain gender equality on the top then the traditional phenomena must be checked to realize the gender equality objectively. Various studies have mentioned that people use discourse to identify themselves without prejudices and believer of equality while as they show the gender prejudice (Kusterer, 2014). Górecki & Kukołowicz (2014) have found that the mandatory quotas for bringing more women have shown a considerable increase of the women but at the same time this has shown a fast down fall in their performance regardless of their past background of experiences. Gneezy et al.(2008) has observed in Indian context that females are not participating in risky and competitive behaviors as like male which according to (Górecki & Kukołowicz, 2014) is untrue and he found that women do take part equally in all sorts of risky and competitive behaviors and it has nothing to do with the inherent genetics.

Syed (2009) has found in a study based on Turkey and Pakistan that shariah and secularism are causing major hurdle in promotion gender equality agendas in these countries and may be this has an impact on the female stereotypes that has caused gender bias of male dominancy because it has been argued in a selection of employee study that females have more stereotypical perception towards male applicants which (Cole et al., 2004) found in his study on the recruiter evaluation process of the candidates that during the selection process the male recruiter views gender qualification & experiences same, while as female recruiter showed tilt towards male applicants. Researchers have argued that it has been found during the analysis that, every step of recruitment and selection process is being gendered which starts from writing the profile for a job according to the male applicant in mind and this is also influenced by the similarity to me selection philosophy which is normally male dominated (Ben chop and Broun's, 2003; Fogelberg et al., 1999). Ben chop and Broun's, (2003) has noted that the selection board has not selected women because of the similar to me reason in spite of all this that they had same qualification and were on merit too. Steipreis et al., (1999) has reported that women and men both selected the male candidate by ignoring the fact that both had equal and same level of qualification, which implies females have gender bias towards male as well.

It is an admitted fact now after having highlighting above past literature based evidences that women is capable of doing best in all fields but due some various barriers that become hurdle to get into the main employment structure of the government

III. Methodology

This is an empirical study based on the data derived from the different sources through the world electronic data houses and official websites of the governments. The phase of data collection was difficult because of identification of the male and female among the list of past government cabinet members because these lists were mentioning the ministers name, portfolio and duration but the gender were not mentioned in this list. So to solve this problem we have used some internet based searches to find the relevant gender of a particular member one by one to make the data valid and error free as much as possible it could have been. This study deals with the data of those governments in a country which have been ruled by a female at least once with full powers as prime minister or president. In other words only those cabinets of the female prime ministers and presidents have been involved in this study which has not been appointed by any top officials or body, rather they have been elected to rule the country under their wished policies for a definite period of time that may have been repeated after the country general election.

Furthermore, only those governments of those countries have been considered for the analysis in this study which was complete by all aspects, therefore few governments which were ruled by the female as head but due to insufficient evidence of their data have not been considered in this study and mostly these are related to few decades ago. This data has been classified in various categories to make analysis more meaningful and comprehensive. This classification was made on the bases of number of terms a female leader has made his turn in ruling her country and other classification on the represents the world most prominent female leaders' cabinets. Keeping in view the nature study ad type of data we have applied the descriptive statistics to understand and analyze the phenomena of female stereotypes of male dominancy. Various statistical tools were used through MS office Excel 2007 to derive the percentage results and some other needed calculations. In the end these results have been discussed thoroughly in the light of present results and previous findings and on that basis a model has been proposed to bring the speedy gender based justice in the world.

IV. Empirical Results

In all the tables and figures the digits represent the percentages about the respective countries female leader in her turn of power.

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Table No.1

Gender composition of women leader ruled 3 times or more

Country	Tenure	Male	Female
	1979	100	0
	1981 shuffle	96	4
Britain	1983	100	0
	1987	100	0
	1989 shuffle	100	0
	2005	77	23
Germany	2009	78	22
	2013	73	27
	1966	96	4
	1977 shuffle	96	4
India	1980	100	0
	2006	100	0
	2009	94	6
Bangladesh	2014	95	5

Note: all the figures in table denote percentages

The table No.1 consists of the results in percentages about the gender composition of those countries that have been ruled thrice or more by any female leader in different times from the 1960s and onward. This table consists of four countries that have been ruled by top and well known female politicians of the world among which the Britain is on the top that has been ruled four consecutive times by a female leader. Remaining three countries have been ruled thrice by their female leader under the capacity of prime minister. The numerical digits represent male female cabinet members that were selected by these prime ministers as head of the different departments.

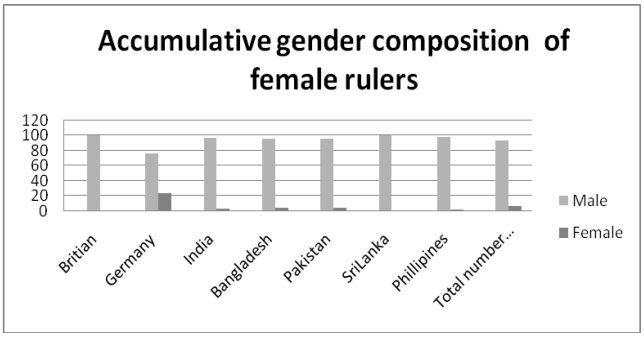
Table No. 2

Accumulative gender position as per their tenure

Country	Tenure	Male	Female
Britain	5 with shuffle	99	1
Germany	3 times	76	24
India	3 with shuffle	97	3
Bangladesh	3 times	96	4
Pakistan	2 times	96	4
SriLanka	2 times	100	0
Philippines	2 times	98	2
Total number of times		93	7

Now the table no. 2 indicate the results in accumulative format or in other words it summarizes the overall information of each country by combining their all individual turn percentage in total and further few other countries that has been ruled by a female prime minister twice were also included in this table. Overall this table summarizes the gender composition of seven countries that has been ruled multiple times by a female as prime minister.

Figure 2



The information of table no. 2 is also being denoted through a bar chart in figure 2 with an addition of overall results in last tab of this chart as total number of times, which is 93 percent that represent male members in a cabinet and seven percent female cabinet members.

Table 3

Gender composition of women leader ruled 2 times

Country	Tenure	Male	Female
Pakistan	Its	89	11
	2nd	100	0
SriLanka	Its	100	0
	2nd	100	0
	Its	100	0
Philippines	2nd	100	5

Table 4

Gender composition of women leader ruled 1 times

Country	Tenure	Male	Female
Argentina	1st	85	15
Trinidad & Tobago	1st	100	0
Denmark	1st	79	21
Jamaica	1st	86	14
South Korea	1st	90	10
Brazil	1st	85	15
Norway	1st	71	29
Latvia	1st	81	19
Chile	1st	72	28
Poland	1st	78	22
Total		83	17

Further we needed information to make a tenure wise comparison for which we tabulated some results in table 3 that shows the percentages of the prime ministers cabinet members by turn wise. This table which is also helped by a bar graph in figure 3 consists of the information about Pakistan, Srilanka and Philippines which are Asian countries, while as the table

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2 highlights the information about the cabinet members of those prime ministers who took office just once and these are total 10 countries, the total information is condensed in the category of total which indicates that in these countries the female minister has selected 83 percent cabinet members to run the public affairs of the government.

V. Discussion

Equal employment opportunities act and affirmative action plans have been under great discussion since the human relation movement in 1930s especially from the context of gender equality. Still employers and government advertisements mention the term of equal employment opportunity but still the outcome seems far away. The real issue is that actually researchers have almost been ignoring the issue of gender from looking how the supreme leaders of the countries are behaving to address the gender issue which is their own being a female. There is a huge amount of research available on recruitment and selection with reference to the gender perspective and few have touched the reality of male dominancy and female stereotypes about the male dominancy. The world top class country of Europe that are also well developed in almost all fields of modern life, particularly from the human rights issue with a specific focus on gender equality and these countries are United Kingdom and Germany in which the astonishing factor of both the countries are showing almost opposite picture of the gender representation or empowerment in their cabinets, that actually formulate the policies and execute them through various miniseries to the downstream. The worst aspect is that England that has been ruled by a world top reputed female prime minister Margaret Hilda Thatcher, who was also known "Iron Lady" many times consecutively but in her cabinet in her first turn only 4 percent were selected to participate actively in the process of policy formulation and implementation at country level while as rest of her four consecutively tenures she was the only female heading her cabinet without any female participation of her ministers which is astounding for us. Overall we can say that almost 100 percent male dominancy over the large affairs of the government and females were nowhere in her cabinet. However the Germany shows different but better picture as compare to their union partner which is governed by “Angela Markel” where the female participation has remained around 25 percent by average which almost remained same in her entire turns till her present turn as prime minister that needed to be increased both ethically and as well as being the member of Beijing declaration of 1995 under United Nations to bring the gender equality.

Regarding the India and Bangladesh where female rulers have been governed the country multiple times in which the most notable is the Mrs. Indira Gandhi a well known female leader and politician who made government consecutively three times in which India faced some difficult times and she proved a strong by her ability and courage to govern the country. The scenario here is almost same as like the England but the trend seems negative for the female legislative members of the parliament as in the beginning two tenures she could make 4 percent of female politicians in her cabinet and rest was governed and dominated by the male. Bangladesh a country calming a good gender representation of females in legislation has only by average made 4 percent female representation in their cabinet and again the same as like the India that is too a point of further analysis. Keeping in view the above discussion we categorize this on the basis of European union and SAARC countries the trend is almost same, either the female is reluctant to advance in their career as mentioned by (Doherty, 2006) to come forward and play their rule or this generates the strength of the idea of females having male dominancy stereotypes of that males are strong as compare to them, which (Cole et al., 2004; Steipreis et al., 1999) have defined as female stereotypes.

Second aspect of the phenomena is that when we observe the greater picture regarding the gender empower attitude from the female perspective, the scenario really seems worse which we argue has never been realized by the international policy makers because the overall gender equality under the prime minister of being female has just remained 7 percent, which we imply that the rest of 93 percent is being dominated by male, this is the point of alarming as this denotes that female top most executive are showing least interest to empower the female in the national affairs because this could have been done as least above 30 to 40 percent if not 50 percent. The worse condition of this scenario is that all this is about those governments which have been headed by the individual female leaders who have been the head of the government at least twice or more, that included few developed countries as well of those European Union. However the SAARC is having weakest picture because it is showing negative trend which we elaborate that in the initial tenure the female prime minister had included few female ministers in their cabinet but still was not more than 4 percent in average which has further deteriorated s this percentage remained around zero or just around 2 percent in average. This generates a different point of view about the reality that constitutionally prime minister is the executive authority of the country and overall chief of the government who decides about the legislative members to head the ministries and become the members of their cabinet a powerful forum in the country but literally she is not or being female herself in the form of prime minister is becoming a hurdle in the way of gender empowerment through gender equality by number, otherwise they

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could have bring more women in their government by including more women in her cabinet or through bring more women in parliament through general election by giving women more tickets to contest because this will empower the other women politicians which they can do effectively keeping in view the (Ferreira 2014) who has suggested that from the political skill wise the female victors have superiority over their similar male colleagues who won the election.

From the other perspective if these females leaders would have been serious of empowering the historically discouraged and ignored of a equal part of human race, they could have bring or select women in their cabinet and empower them to head to a large ministers gradually but they didn't and still the scenario is not different among those who are ruling presently. How can we bring the workforce diversity in the bottom line when the attitude at the top level is totally disappointing by the female leaders in power which in other words negates the researcher (Brink at. al, 2006) who has argued that women can have more probability to be appointed if the selection committee consists of a significant number of women members. This further is also a real challenge to bring the workforce diversity which is considered very essential for the productivity of an organization which is highlighted by (Weidekamm and Willer, 2012) that diversity due to gender on the top positions brings various advantages in the way of making decisions in a specific situation because both male and female way of assessment to handle a specific situation is different that leads in the benefit of organization.. However the situation is bit different about those female executive leaders who have ruled single time as the participation in gender depicts good picture as compare of those prime ministers who have ruled multiple times because the female prime ministers of 10 countries the women participation in their cabinet has remained 17 percent which is almost 10 percent more of those who have taken multiple turns. Having a thorough look on the various graphical representation of the above discussed details about the gender empowerment in the female as top leader both constitutionally and practically, the reality seems that female either is not feeling competent herself or they represent a very minute group of people, while as the reality is that they are almost half of that human population and need to empower by all means otherwise we do injustice with ourselves at a mega scale.

VI. Conclusion

It is highly recommended that in order to bring a speedy change in bringing real change in the gender equality at all levels of the decision making in an organization of an government, the United Nations should form such a mechanism that will be responsible to address at the top management levels of the government of every country. Especially such a mechanism if address the initial stage of the formation of the cabinet ministers will make a huge difference as these ministers are actually running the general affairs of the government across the country.

Before concluding this paper it gives us immense inner satisfaction of working on such an historically and presently most important as well as sensitive topic concerning the gender balance from the perspective of top women attitude in their selection by their own gender as an executive authority. From the above discussion based on the refined information related with our study, we have found the response of our first assumption that weather top women leaders have the stereotypes regarding the male dominancy that they are more competent then them. It has been found in this study based on the world top country female executives ruling the governmental affairs have male dominancy stereotypes and this is the reason of being so reluctant to make their powerful cabinet more capable by increasing workforce diversity through gender balance, which in other sense we call it true women empowerment.

This research supports the early findings that transparency and male dormancy are major causes for the selection authorities at all levels about gender equality and doesn't support the findings of (Syed, 2009) who has found in a study based on Turkey and Pakistan that shariah and secularism are causing major hurdle in promotion gender equality agendas in these countries, because in our earlier study on gender issue in SAARC countries and in this as well, we found almost similar pattern across the globe.

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Role for Internal Auditor to Cope with IT Risks and IT Infrastructure in Jordan Commercial Banks

By Atallah Alhosban

Abstract- This study aims to provide assurance to senior management on the adequacy of the controls to ensure the IT infrastructure was planned, managed and maintained to support efficient operations and analyze risk assessment and know the role of it auditors to deal with risks which threats attain strategic objectives . The study population consists of the internal auditors in Jordan commercial banks . the most resultsAudits can focus on such major IT assets as ERP systems and help management to make rational decisions in investing in IT assets to attractive new customers and make core competences for company , technology infrastructures have continued to grow in size and complexity.

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Role for Internal Auditor to Cope with IT Risks and IT Infrastructure in Jordan Commercial Banks

Atallah Alhosban

Abstract- This study aims to provide assurance to senior management on the adequacy of the controls to ensure the IT infrastructure was planned, managed and maintained to support efficient operations and analyze risk assessment and know the role of it auditors to deal with risks which threats attain strategic objectives . The study population consists of the internal auditors in Jordan commercial banks . the most resultsAudits can focus on such major IT assets as ERP systems and help management to make rational decisions in investing in IT assets to attractive new customers and make core competences for company , technology infrastructures have continued to grow in size and complexity. Servers, storage area networks (SANs), and network attached storage (NAS) and Audit risk assessment Evaluation of risks related to the value drivers of the organization, covering strategic, financial, operational, and compliance objectives . and most recommendations are An audit to verify that IT management has developed an organizational structure and procedures to ensure a controlled and efficient environment for information process and risk assessment is the identification and analysis of relevant risks to the achievement of an organization's objectives.

I. Introduction

Among the most common expectations of internal audit is to gain assurance on financial controls, the reliable execution of audit plans, and coordination with the external auditor. But given the lack of specific guidelines or requirements regarding internal audit's responsibilities, there is a broad range of practice based on organizational needs, structure, and culture. Audit committees can play an important role in confirming the whole organization is on the same page regarding the goals for internal audit, and in providing a strong avenue of communication for the chief audit executive to share concerns and perspectives. This issue of the Audit Committee Brief focuses on the evolving role of the internal audit function, and provides considerations for how audit committees can effectively work with management and internal audit to maximize the value of the function in the context of a company's specific circumstances. The audit observed that work was under way to develop an IT strategic plan and an IT infrastructure asset management policy, and to finalize the IT architecture governance model and processes. The outcomes of these activities should strengthen IT infrastructure planning, IT asset life-cycle management and IT architecture governance.

a) Problem of study

1. is internal auditor cope with infrastructure for IT AUDIT?
2. is internal auditor cope with audit risk analysis ?

b) Hypotheses of study

1. Internal auditor can not cope with infrastructure for IT AUDIT.
2. Internal auditor can not cope with audit risk analysis.

c) Objectives of study

This study achieve following targets

1. The audit objective was to provide assurance to senior management on the adequacy of the controls to ensure the IT infrastructure was planned, managed and maintained to support efficient operations
2. management activities (internal control practices, methods and procedures) implemented to avoid potential business impacts or change-related incidents associated with developing, implementing or changing the IT infrastructure
3. analyze risk assessment and know the role of it auditors to deal with risks which threats attain strategic objectives

d) Importance of study

The primary functions of an IT audit are to evaluate the systems that are in place to guard an organization's information. Specifically, information technology audits are used to evaluate the organization's ability to protect its information assets and to properly dispense information to authorized parties, so Technological innovation process audit, This audit constructs a risk profile for existing and new projects and The audit will assess the length and depth of the company's experience in its chosen technologies .

II. Methodology of the Study

The researcher adopted a descriptive analytical study ends, this section deals with the methodology adopted by the study in detail through the following aspects :

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First: Data collection methods

In this study rely on two sources of data collection

1. *Secondary sources:* By reference to Arabic and foreign books, journals, articles, periodicals, as well as the studies, and field research, which was in Jordanian society, and specialized scientific conferences and various sites on the Internet for theoretical study
2. *Primary sources:* Have been collected through the questionnaire prepared by the previous studies and research .

Previous studies

1. Study Weidenmier "Opportunities in Information Technology and Internal Auditing"

IT auditors should be "IT-literate" when it comes to assessing the security measures of a firm's computer systems. Many companies use "cookies" and web-scripts in order to gain information from users including consumers, employees of the company, etc. IT auditors should be able to configure the network to keep unauthorized access from occurring in the systems. In order to make sure that the computers are secure before or after an audit, the IT auditor should create a firewall; and install anti-virus/anti-malware programs to prevent hijacking and hackers from gaining access causing identity theft and fraud (Weidenmier 2006).

Although this journal article was based on a written paper, I believe this source to be reliable for both auditors practicing in the field and students who may be writing a paper. The article comes from a scholarly journal database and all sources and citations are correctly cited in this source. It is also credible because of the number of citations and sources used, which was approximately 4 pages long of references. The source created in 2006, which is only a few years old but is much more reliable than a source created 10 years ago because technology changes drastically each year, if not each day (Weidenmier 2006).

Weidenmier, M., & Ramamoorti, S. (2006). Research Opportunities in Information Technology and Internal Auditing. Journal of Information Systems, 20(1), 205-219.

2. Study of Janvrin 2009 "An Investigation of Factors Influencingthe Use of Computer-Related Audit Procedures" *JOURNAL OF INFORMATION SYSTEMS* Vol. 23, No. 1 Spring 2009

Provide data on the extent to which computer-related audit procedures are used and whether two factors, control risk assessment and audit firm size, influence computer-related audit procedures use. We used a field-based questionnaire to collect data from 181 auditors representing Big 4, national, regional, and local firms. Results indicate that computer-related audit procedures are generally used when obtaining an understanding of the client system and business processes and testing computer controls. Furthermore, 42.9 percent of participants indicate that they relied on internal controls; however, this percentage increases significantly for auditors at Big 4 firms. Finally, our results raise questions for future research regarding computer-related audit procedure use.

3. Study of FOGARTY 2007" Assessing and Responding to Risks in a Financial Statement Audit "

The Auditing Standards Board issued eight standards with new guidance for auditors assessing risks and controls in financial statement audits. Auditors must consider risk and also determine a materiality level for the financial statements taken as a whole. Auditors are required to obtain a sufficient understanding of the entity and its environment, including its internal control, to assess the risk of material misstatement. Auditors must develop audit plans in which they document the audit procedures that are expected to reduce the audit risks to acceptably low levels. To rely on the effectiveness of company internal controls, the auditor should test the controls, but only after assessing that the design is effective. The auditor may rely on control tests and other evidence from prior audits when the audit evidence and related subject matter have not changed. At the end of an audit, the auditor must evaluate whether the financial statements taken as a whole are free of material misstatements. The auditor must accumulate all the known and likely misstatements, other than trivial ones, and communicate them to the appropriate level of management. In assessing deficiencies of internal controls to identify the severity, the auditor should focus on issues such as inadequate documentation and unqualified employees who lack the skills to make the required GAAP accounting computations, accruals or estimates, or to prepare the company financial statements.

4. Study of Janvrin 2009 " An Investigation of Factors Influencing the Use of Computer-Related Audit Procedures

Provide data on the extent to which computer-related audit procedures are used and whether two factors, control risk assessment and audit firm size, influence computer-related audit procedures use. We used a field-based questionnaire to collect data from 181 auditors representing Big 4, national, regional, and local firms. Results indicate that computer-related audit procedures are generally used when obtaining an understanding of the client system and business processes and testing computer controls. Furthermore, 42.9 percent of participants indicate that they relied on internal controls; however, this percentage increases significantly for auditors at Big 4 firms. Finally, our results raise questions for future research regarding computer-related audit procedure use James Bierstaker An Investigation of Factors Influencing the Use of

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Computer-Related Audit Procedures *JOURNAL OF INFORMATION SYSTEMS* , vol 23 , 2009

III. Theoretical Frame Work of Study

The auditor should be adequately educated about the company and its critical business activities before conducting a data center review. The objective of the data center is to align data center activities with the goals of the business while maintaining the security and integrity of critical information and processes. To adequately determine whether or not the client's goal is being achieved, the auditor should perform the following tasks to perform infrastructure information technology : Lyon, Gordon (2006). "Top 100 Network Security Tools". *SecTools.org.* Retrieved 2006-08-24.

- Meet with IT management to determine possible areas of concern.
- Review the current IT organization chart
- Review job descriptions of data center employees
- Research all operating systems, software applications and data center equipment operating within the data center
- Review the company's IT policies and procedures
- Evaluate the company's IT budget and systems planning documentation
- Review the data center's disaster recovery plan.

The auditor should ask certain questions to better understand the network and its vulnerabilities. The auditor should first assess what the extent of the network is and how it is structured. A network diagram can assist the auditor in this process. The next question an auditor should ask is what critical information this network must protect. wikipedia, Information security audit 2009 , auditing information security.

An IT audit is different from a financial statement audit. While a financial audit's purpose is to evaluate whether an organization is adhering to standard accounting practices, the purposes of an IT audit are to evaluate the system's internal control design and effectiveness. This includes, but is not limited to, efficiency and security protocols, development processes, and IT governance or oversight. Installing controls are necessary but not sufficient to provide adequate security. People responsible for security must consider if the controls are installed as intended, if they are effective if any breach in security has occurred and if so, what actions can be done to prevent future breaches. These inquiries must be answered by independent and unbiased observers. These observers are performing the task of information systems auditing. In an Information Systems (IS) environment, an audit is an examination of information systems, their inputs, outputs, and processing . Rainer, R. Kelly, and Casey G. Cegielski. Introduction to information systems. 3rd ed. Hoboken, N.J.: Wiley ;, 2011

Goodman & Lawless state that there are three specific systematic approaches to carry out an IT audit : Richard A. Goodman; Richard Arthur Goodman; Michael W. Lawless (1994). *Technology and strategy: conceptual models and diagnostics.* Oxford University Press US. ISBN 978-0-19-507949-4. Retrieved May 9, 2010.

1. Information Processing Facilities: An audit to verify that the processing facility is controlled to ensure timely, accurate, and efficient processing of applications under normal and potentially disruptive conditions.
2. Systems Development: An audit to verify that the systems under development meet the objectives of the organization, and to ensure that the systems are developed in accordance with generally accepted standards for systems development.
3. Management of IT and Enterprise Architecture: An audit to verify that IT management has developed an organizational structure and procedures to ensure a controlled and efficient environment for information processing

So that IT Auditor plays the big part of company including the applying of workflow instead of using the paper request form, using the application control instead of manual control which is more reliable or implementing the ERP application to facilitate the organization by using only 1 application. According to these, the importance of IT Audit is constantly increased. One of the most important role of the IT Audit is to audit over the critical system in order to support the Financial audit or to support the specific regulations announced.

IT professionals from the help desk to the CIO have been charged with implementing mechanisms both native and third-party to address their enterprise IT auditing needs. This task up close appears daunting to many and with good reason. The enterprise of today operates 24x7x365 and is subject to stresses of access and modifications invoked by hundred and sometimes hundreds of thousands of people each day. This growing need to audit the enterprise should come as no surprise to anyone who has been in an IT role for the past 5-10 years. Knowing who changed what, when and where throughout the organization can save hours of troubleshooting, satisfy compliance needs, better secure the environment and permit administrators to manage multiple resources that frequently outnumber staff that are now at the critical core of operations. What's most challenging is the diversity of platforms, systems and tools employed over the years just to sustain these daily operations. Now, various regulatory entities combined with a heightened awareness on IT security, the demands presented by auditing all of these systems around the clock in all corners of the enterprise may seem as though it were a perfect storm. Netwrix

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Corporation, How to Effectively Audit Your IT Infrastructure, 2008)

IT audits not only reveal weaknesses in compliance, security, and other areas but also help companies save money by finding ways to use IT hardware and software more efficiently and get a better handle on technology assets. Organizations can use IT audits to ensure that their technology initiatives are in sync with business goals and practices. There are many types of IT audits that cover a broad range of technologies and processes. One type assesses IT governance, determining how well the IT department is managed and staffed, and how efficiently it supports business operations. Information-security audits examine security policies and such technologies as firewalls, as well as analyze the integrity of networks, databases, operating systems, Web servers, and applications. Audits can focus on such major IT assets as ERP systems or on individual applications like payroll and accounts payable. Some audits evaluate the effectiveness of business-continuity and disaster-recovery programs, and others make sure that organizations have adequate and up-to-date software licensing in place Adding to this challenge are IT operations that are required to function on tight budgets under constant watch even more so than revenue-generating functions of an organization. Leaders keep asking for more while tightening budgets and the only way to successfully secure, manage and maintain the infrastructure is to implement enterprise-wide IT auditing. Bob Violino, CFO IT , Audit Your Technology Infrastructure , 2004)

Information technology infrastructures have continued to grow in size and complexity. Servers, storage area networks (SANs), and network attached storage (NAS) landscapes have grown exponentially over time into both larger physical and virtual footprints. With the increase of size and complexity of virtualized server, storage and network infrastructures, organizations are often unable to collect data on their environments and compare it to best practices. As a result, organizations are challenged to identify how to optimize their IT operations. SANs are the backbone for the rapid, uninhibited delivery of data to applications. That means continuous SAN availability is a critical requirement for business success in many market segments. SANs are also becoming increasingly complex, virtualized, MultiFinder environments with embedded services. Without the ability to assess both existing infrastructure and visibility into the SAN, organizations cannot achieve overall objectives. Top objectives include reducing costs, improving efficiency, and becoming more flexible and aligned to their business. Baccasam, V.Plasham, "Continuous Monitoring of Application Risk ",IIA, Vol .6 , May 15, 2003.

Audit risk assessment is a stage in the audit planning process. During the assessment, an auditor determines the likelihood of audit risk, defined as the possibility of recording an inappropriate opinion on an audit as a result of a misstatement in the financial documents examined. Audit risk assessment is part of the series of controls which are used to manage the integrity of an audit, and to determine when and how audits should be conducted, and by whom. Audit risk consists of several components. The first is the likelihood that a material misstatement will be made in financial documents. The second is the risk that the misstatement will not be caught by internal controls, and the third is that the misstatement will not be caught by an auditor. These components are examined during an audit risk assessment to come up with a numerical score which can be used to make decisions about the auditing process. (Alhosban, Atallah, Auding and internal control in information technology invironment, dar alhamed , 2009 , p 96)

Risk assessment provides a mechanism for identifying which risks represent opportunities and which represent potential pitfalls. Done right, a risk assessment gives organizations a clear view of variables to which they may be exposed, whether internal or external, retrospective or forward-looking. A good assessment is anchored in the organization's defined risk appetite and tolerance, and provides a basis for determining risk responses. A robust risk assessment process, applied consistently throughout the organization, empowers management to better identify, evaluate, and exploit the right risks for their business, all while maintaining the appropriate controls to ensure effective and efficient operations and regulatory compliance. Ozier , Will ," Information Security Risk Education and Awareness", Risk Management , Vol. 6 , July 15, 2003.

Audit risk assessment Evaluation of risks related to the value drivers of the organization, covering strategic, financial, operational, and compliance objectives. The assessment considers the impact of risks to shareholder value as a basis to define the audit plan and monitor key risks. This top-down approach enables the coverage of internal audit activities to be driven by issues that directly impact shareholder and customer value, with clear and explicit linkage to strategic drivers for the organization Information technology risk assessment. Evaluation of potential for technology system failures and the organization's return on information technology investments. This assessment would consider such factors as processing capacity, access control, data protection, and cyber crime. This is typically performed by an organization's information technology risk and governance specialists. (Jacobson, Robert, "Quantifying IT Risk" , IIA, Vol. 5 , August 15 , 2002)

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Overall responses to address the assessed risks of material misstatement at the financial statement level may include emphasizing to the audit team the need to maintain professional skepticism. assigning more experienced staff or those with specialized skills or using specialists. providing more supervision. incorporating additional elements of unpredictability in the selection of further audit procedures to be performed. making general changes to the nature, timing, or extent of audit procedures . The assessment of the risks of material misstatement at the financial statement level and, thereby, the auditor's overall responses are affected by the auditor's understanding of the control environment. An effective control environment may allow the auditor to have more confidence in internal control and the reliability of audit evidence generated internally within the entity and, thus, for example, allow the auditor to conduct some audit procedures at an interim date rather than at the period-end. Deficiencies in the control environment, however, have the opposite effect (for example, the auditor may respond to an ineffective control environment (SAS No. 122 , Performing Audit Procedures in Response to Assessed Risks , December 15, 2012)

Once the risk of material misstatement has been assessed for major accounts, transaction streams and disclosures, the auditor must develop an audit plan in which he or she documents the audit procedures that, when performed, are expected to reduce audit risk to an acceptably low level. As the auditor is assessing risk and the design and implementation of internal controls, he or she should determine any overall responses to address risks of material misstatement at the financial statement level, and tailor audit plans (that is, audit programs) to be responsive to the identified risks of material misstatement at the relevant assertion level. The application of a "standard" audit program of procedures on all engagements will generally not be responsive to the risks of material misstatement, and is not an appropriate response under the new standards. Auditors should propose known misstatements to management for adjustment. If they are not adjusted, the auditor should be alert to the risk there may be an underlying reason behind the lack of management response, such as might occur if the correction would trigger the violation of a loan covenant or change the direction of an important trend mea (JOHN A. FOGARTY , Assessing and Responding to Risks in a Financial Statement Audit , Journal of accountancy , 2007)

Auditors are expected to gain an understanding of client systems and business processes by examining (1) significant transactions supporting the client's financial statements, (2) procedures used to initiate, record, process, and report transactions, (3) means by which client's systems capture events and conditions (other than transactions), and (4) processes used to prepare client financial statements Auditors are also encouraged to review automated controls. Given the importance of these controls, auditors need to determine if these controls are functioning as intended and are continuing to operate effectively. Automated controls include both application and general controls (e.g., program change controls, access controls, and systems software controls). The new audit risk standards (AICPA 2006) expand upon several SAS No. 94 concepts. For instance, the standard on audit evidence suggests that auditors employ computer-assisted audit techniques (CAATs) to check the accuracy of the summarization of a file or to re-perform procedures (i.e., aging of accounts receivable, etc.; AICPA 2006, AU 308.33-34). American Institute of Certified Public Accountants (AICPA). 2001. *The Effect of Information Technology on the Auditor's Consideration of Internal Control in a Financial Statement Audit.* Statement of Auditing Standards No. 94. New York, NY: AIC

There may be certain circumstances (i.e., significant client IT-related risks and/ or limited auditor IT expertise) in which it is necessary to use an IT specialist . For instance, as suggested by the planning and supervision standard, auditors may elect to use IT specialists to perform the following procedures: (1) inquiry of client IT personnel about how transactions are initiated, recorded, processed, and reported, and how IT controls are designed, (2) inspect systems documentation, (3) observe the operation of IT controls, and (4) plan and perform tests of IT controls . Hunton, J. E., A. Wright, and S. Wright. 2004. Are financial auditors overconfident in their ability to assess risks associated with enterprise resource planning systems? *Journal of Information Systems* 18 (Fall): 7–29.

Throughout the audit fieldwork, the audit team observed several instances where controls are properly designed and being applied effectively for IT infrastructure, as reflected in the strengths listed below: A list of standards for selected IT hardware, software, and network infrastructure is posted on the PCH intranet site, and maintained by the IT Service Desk, Procurement of IT infrastructure by Sectors/Branches that is not included in business plans is reviewed for consistency with PCH standards by the CIO Branch prior to approval by Contracting and Materiel Management Directorate (CMMD)., ,Business cases prepared for IT projects proposed in integrated business plans consider common or shared IT services where appropriate , On-going monitoring of critical PCH IT infrastructure is performed, and monthly reports are provided on results related to infrastructure availability, such as storage capacity, bandwidth usage, and the response of the service desk to logged incidents , and IT service desk technology is effectively used to manage IT infrastructure-related service desk calls, and to produce detailed reports on service call trends. Majesty the Queen in Right of Canada, 2011. Catalogue No. CH6-5/2011E-PDF ISBN: 978-1-100-19134-8

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Goals of IT audit Risk Assessment and Management : Accurate view on current and near-future IT-related events, End-to-end guidance on how to manage IT-related risks, Understanding of how to capitalize on the investment made in an IT internal control system already in place Integration with the overall risk and compliance structures within the enterprise Common language to help manage the relationships, and Promotion of risk ownership throughout the organization Complete risk profile to better understand risk . Assessing & Managing IT Risk, ISACA Pittsburgh Chapter Meeting October 18, 2010, p7

Risk assessment is the identification and analysis of relevant risks to the achievement of an organization's objectives, for the purpose of determining how those risks should be managed. Risk assessment implies an initial determination of operating objectives, then a systematic identification of those things that could prevent each objective from being attained. In other words, it's an analysis of what could go wrong. Not all risks are equal. Some are more likely than others to occur, and some will have a greater impact than others if they occur. So, once risks are identified, their probability and significance must be assessed., alhosban.

In developing our approach for the IT audit risk assessment we incorporated the Control Objectives for Information and related Technology (COBIT) framework as published by the IT Governance Institute. COBIT is a leading IT governance framework and identifies generally understood IT controls. We also utilized guidance from the Institute of Internal Auditors. We developed a data collection tool in Microsoft Excel which includes criteria for ranking risk according to the process maturity of technical COBIT areas, as well as qualitative factors. The COBIT technical areas included: restricted access, change control, computer operations, backup, and recovery. Qualitative factors included: compliance with regulations, public health and safety, past audit findings, auditor judgment, fraud potential, and management request. The evidence gathering and analysis techniques used to meet our audit objectives included, but were not limited to: Interviewing personnel in Technology Services; Ranking the risk of selected IT areas; and Reviewing results with management . COBIT, IT Governance Institute 2010.

IV. Statistical Analysis

Examine the results of the field study, specifically the following topics will be discussed: characteristics of the study sample, the members discuss the statistical results from the arithmetic mean and discussion to test hypotheses and test credibility alpha .

V. Validity and Reliability

Alpha has been using the test of credibility for the degree of internal coherence in the study sample members and answers that range from 0 to 1, and the minimum based on the findings and recommendations of the study is 60%, and the alpha value as the study sample members answers is 73% which is higher than the minimum, which means there is sincerity and constancy in the study sample members answers to paragraphs of resolution.

VI. Characteristics of the Study Sample Members

First: personal information

This section contains three variables are age, education, years of experience and job title, and were as follows :

Table 1 : Sample according to age

Statement	Frequencies	Percentage
20- less than 30 years	10	%21
30- less than 40 years	13	%28
40- less than 50 years	18	%36
50 years and more	7	%15
Total	48	%100

Notes from table no. (1) that the sample is suitable for setting within the age categories as noted that 40-5 years is one of the highest categories, followed by 20-30 years and 40 years or more as a percentage, this may indicate a years experience among members of the study sample, either theoretical or practical because there is a relationship between age and years of experience, the greater the age, the more years of experience, which gives an indication of a good degree of credibility Study of high-resolution paragraphs so there is truth in the findings and recommendations emerging from this research.

Table 2 : Sample according to Education

Statement	Frequencies	Percentage
BA	29	%60
Master	12	%26
PHD	7	%14
Total	48	%100

Notes from table(2) that most sample members who hold a Bachelor's degree from the various qualifications as noted that post graduate have good percentage is 40% and this is a positive indicator and gives credibility somewhat to rely on the findings and recommendations of the study and may give a positive indication of the sincerity of the answer and that the paragraphs of the resolution was clear.

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Table 3 : sample according to years of experience

Statement	Frequencies	Percentage
Less than 5 years	14	30%
5- less than 10 years	25	52%
10 years and more	9	%18
Total	48	%100

Note from table 3 that most members of the sample of the study experience class 5-less than 10 years and is a good time to judge the hypotheses of the study variables have a positive advantage in her sincerity and constancy study tool

VII. The Taking of Decision

I have been using a likert Pentagram Design resolution of five options for each paragraph of resolution for the purposes of statistical analysis was made using system encoding options so was given the following symbols

1. Very high degree given by the icon 5
2. High score given by the code 4
3. Medium is given by the symbol 3
4. Low given the symbol 2
5. Very low degree given by the symbol 1

So the average premise for accepting or rejecting the hypothesis would be paragraph or the Middle premise 3, obtained by using a collection of icons and divided into a number of options which (5 + 4 + 3 + 2 + 1)/5 is equal to 3. So if the Center paragraph or hypothesis that is greater than or equal to the number 3 it means accepting a paragraph or more premise that setting the higher the degree of acceptance and confirmation of the study sample with that variable, and less central paragraph or hypothesis about the number 3 it means that the study sample tend to lack in practice, the greater the difference from the Center premise further confirm the appointed members in the absence of the effect of that variable in the Bank The study sample members.

VIII. Discussion of Statistical Results with Hypotheses of The Study Variables

First hypotheses: internal auditor can not cope with infrastructure for IT AUDIT

Table 4 : Views the sample paragraphs in the infrastructure for IT AUDIT

number	Description	average	Standard deviation	Rank
1	Meet with IT management to determine possible areas of concern	3.08	0.35	7
2	Research all operating systems, software applicationsdata center equipment operating within the data center	2.49	1.06	8
3	The auditor should ask certain questions to better understand the network and its vulnerabilities	4.15	0.549	1
4	the purposes of an IT audit are to evaluate the system's internal control design and effectiveness	3.72	0.843	3
5	An audit to verify that IT management has developed an organizational structure and procedures to ensure a controlled and efficient environment for information processing	2.19	0.586	9
6	IT Auditor help companies save money by finding ways to use IT hardware and software more efficiently and get a better handle on technology assets	3.28	0.834	5
7	Audits can focus on such major IT assets as ERP systems	4.07	0.642	2
8	Information technology infrastructures have continued to grow in size and complexity. Servers, storage area networks (SANs), and network attached storage (NAS	3.62	0.934	4
9	Without the ability to assess both existing infrastructure and visibility into the SAN, organizations cannot achieve overall object	3.24	1.18	6
Total		3.31		

Notes from table (4) that the study sample members confirm third paragraph at average 4.15 which represents The auditor should ask certain questions to better understand the network and its vulnerabilities and that means auditor have more information about infrastructure about company and can be help auditor to provide nsuggestion and recommendations to solve any problem in information technology environment, also noted that seventh paragraph is second confirm by sample members at average 4.07 and that paragraph which represents Audits can focus on such major IT assets as ERP systems and that means auditor can advise management to Invest in IT Assets or decrease the size of amount of investment also he can make general point view about efficiency the used of IT asset , and noted that fifth paragraph has loer aceeptance of sample members at average 2.19 which represents An audit to verify that IT management has developed an organizational structure and procedures to ensure a controlled and efficient environment for information

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processing and that may be means auditors can not make self control on organization structure and find extent to comply with regulation of company . also notes that the average premise is 3.31 and is higher than the average premise 3 and this shows that the study sample members reaffirms and accept the alternative hypothesis and reject the null hypotheses.

Second hypotheses: internal auditor can not cope with IT Audit risks

Table 5 : Views the sample paragraphs in IT Audit risks

number	Description	average	Standard deviation	Rank
1	Audit risk assessment is a stage in the audit planning process	4.47	0.924	1
2	Risk assessment provides a mechanism for identifying which risks represent opportunities and which represent potential pitfalls	3.29	0.816	5
3	A good assessment is anchored in the organization's defined risk appetite and tolerance, and provides a basis for determining risk responses	3.09	0.592	6
4	Audit risk assessment Evaluation of risks related to the value drivers of the organization, covering strategic, financial, operational, and compliance objectives	4.31	0.643	2
5	Once the risk of material misstatement has been assessed for major accounts, transaction streams and disclosures	2.48	1.24	7
6	Goals of IT audit Risk Assessment and Management : Accurate view on current and near-future IT-related events	3.76	0.742	3
7	risk assessment is the identification and analysis of relevant risks to the achievement of an organization's objectives	2.38	0.559	8
8	IT audit risk assessment we incorporated the Control Objectives for Information and related Technology	3.58	0.752	4
Total		3.42		

Notes from table (5) that the study sample members confirm the first paragraph at average 4.47 which represents Audit risk assessment is a stage in the audit planning process and that mean auditor make audit strategy by prepare good audit program to avoid risks which affected in performing goals for company and auditors cope with advances with IT tools , and notes the fourth paragraph has second acceptable from sample members at average 4.31 which represents Audit risk assessment Evaluation of risks related to the value drivers of the organization, covering strategic, financial, operational, and compliance objectives and that mean auditors make assurance effective internal control for company and help in making consultation tasks to management whether financial or non financial transaction , and notes the sixth paragraph has third acceptable by sample members at average 3.76 which represents Goals of IT audit Risk Assessment and Management : Accurate view on current and near-future IT-related events and that means it auditors help management in risk assessment and risk specification which can affected in achieved overall objectives for company and can make competitive advantages or make core competences for employees in company which attractive IT tools. also notes that the average premise is 3.42 and is higher than the average premise 3 and this shows that the study sample members reaffirms and accept the alternative hypothesis and reject.

IX. Testing Hypotheses of the Study

First hypothesis

That "internal auditor can not cope with infrastructure for IT AUDIT"

By using the T-test for one sample One Way this t-test to the first hypothesis, the test results according to the following table:

Table 5 : the first hypothesis test results

The calculated T	Schedule T	T statistical significance	As a result the null hypothesis	Arithmetic mean
7.91	1.977	0	Reject	3.31

Notes from table (5) so that the decision is to accept the hypothesis of nihilism (H0) if the value of the indexed value, and rejects the nihilistic hypothesis (H0) if the calculated value is greater than the value table. So we reject the hypothesis of nihilism and accept the alternative hypothesis that internal auditor can cope with infrastructure for IT Audit.

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Second hypothesis

That "internal auditor can not cope with IT Audit risks

By using the T-test for one sample One Way this t-test to the first hypothesis, the test results according to the following table:

Table 6 : The second hypothesis test results

The calculated T	Schedule T	T statistical significance	As a result the null hypothesis	Arithmetic mean
7.91	1.977	0	Reject	3.42

Notes from table (6) so that the decision is to accept the hypothesis of nihilism (H0) if the value of the indexed value, and rejects the nihilistic hypothesis (H0) if the calculated value is greater than the value table. So we reject the hypothesis of nihilism and accept the alternative hypothesis internal auditor can cope with IT Audit risks.

X. Results and Recommendations

First results

1. The auditor should ask certain questions to better understand the network and its vulnerabilities
2. Audits can focus on such major IT assets as ERP systems and help management to make rational decisions in investing in IT assets to attractive new customers and make core competences for company
3. The purposes of an IT audit are to evaluate the system's internal control design and effectiveness and it role to compliance with rules and regulation of company
4. Information technology infrastructures have continued to grow in size and complexity. Servers, storage area networks (SANs), and network attached storage (NAS)
5. Audit risk assessment is a stage in the audit planning process and that mean auditor make audit strategy by prepare good audit program to avoid risks which affected in performing goals for company and auditors cope with advances with IT tools
6. Audit risk assessment Evaluation of risks related to the value drivers of the organization, covering strategic, financial, operational, and compliance objectives .
7. Goals of IT audit Risk Assessment and Management : Accurate view on current and near-future IT-related events and that means it auditors help management in risk assessment and risk specification which can affected in achieved overall objectives for company and can make competitive advantages or make core competences for employees in company which attractive IT tools.

Second: recommendations

1. Important to care An audit to verify that IT management has developed an organizational structure and procedures to ensure a controlled and efficient environment for information process
2. Important to care Meet with IT management to determine possible areas of concern
3. The ability to assess both existing infrastructure and visibility into the SAN, organizations cannot achieve overall object
4. Important to care risk assessment is the identification and analysis of relevant risks to the achievement of an organization's objectives
5. Make conferences and other articles to appear importance of using IT tools and it role in accomplishment core objectives for company.

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Supply Chain Management in Garments Industry

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Abstract- The term "supply chain management" has become a popular buzzword, probably first used by consultants in the late 1980s & then analyzed by the academic community in the 1990s. if one wants a simple definition, supply chain management links all the supply interacting organizations in an integrated two-way communication system to manage high quality inventory in the most effective & efficient manner. The supply chain management reflects those actions & values responsible for the continuous improvement of the design, development & management processes of an organization's supply system, with the objective of improving its profitability & ensuring its survival, as well as the profitability & survival of its customers & suppliers.

Keywords: SCM, four phases of SCM, issues in SCM.

GJMBR - A Classification : JEL Code : L60

SUPPLYCHAINMANAGEMENTINGARMENTSINDUSTRY

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Supply Chain Management in Garments Industry

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Abstarct- The term "supply chain management" has become a popular buzzword, probably first used by consultants in the late 1980s & then analyzed by the academic community in the 1990s. if one wants a simple definition, supply chain management links all the supply interacting organizations in an integrated two-way communication system to manage high quality inventory in the most effective & efficient manner. The supply chain management reflects those actions & values responsible for the continuous improvement of the design, development & management processes of an organization's supply system, with the objective of improving its profitability & ensuring its survival, as well as the profitability & survival of its customers & suppliers. A firm's supply system includes all internal functions plus external suppliers involved in the identification & fulfillment of needs for materials, equipment & services in an optimized fashion. Supply management lays the foundation for, and is the key to, successful supply chain management. Meanwhile, to execute order properly we have included supply chain management. We identified these supply chain areas from my own observation managers may apply analysis or decision support tools. We provide a brief description of the basic content mention likely operations research based tools to aid in analysis & decision support. As a merchandiser it is so important to know the supply chain management to control the merchandising system he/she must have proper understanding about the whole supply chain management to ensure smooth handling the merchandising movement in order to succeed the merchandising plan. That is why my total dissertation basically based on the relationship between supply chain management & merchandising department which can able together to supply an outstanding feedback for the apparel industries.

Keywords: SCM, four phases of SCM, issues in SCM.

I. Introduction

A supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request. The supply chain includes not only the manufacturers and suppliers, but also transporters, warehouses, retailers, and even customer themselves. Each stage in a supply chain is connected through the flow of products, information and fund. These flows often occur in both directions and may be managed by one of the stages or an intermediary. Here we can see raw materials supplier supply industrial product to the manufacturer, and make the product sale to distributor, distributor sale this product to the retailer by small lot, and final consumer get the product from the retailer.

Supply chain stages:

- Raw material supplier
- Manufacturer
- Wholesaler/distributor
- Retailer
- Customer

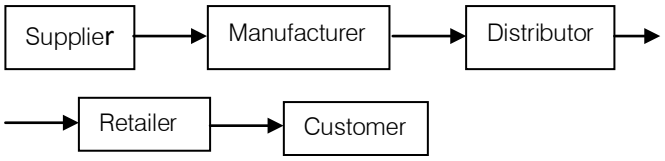

Figure 1: An example of supply stage.

II. Reasons For Forming Supply Chain Management

Practices experienced in the traditional management of the supply chain raised the need for conversion to a new paradigm of supply chain management (SCM). The traditional supply chain and manufacturing processes relied on experience and intuition of managers and were designed with long supply cycle times, large batch sizes, capacity based on annual volumes, volume-driven technology, and numerous suppliers for the same parts on the short-term base contracts. With traditional management processes, the goal of business activities was to maximize the efficiency of an individual functional unit by achieving competitive edges based on cost reduction. SCM is designed to solve these problems and is important to reduce inventory investment in the chain, to increase customer service, and to help build a competitive advantage for the channel. With a changing management focus, companies also began to realize that maximization of efficiency in one department or one functional unit is less desirable than optimal performance for the whole company.

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III. The Four Phases of Supply Management

The four phases of supply management all require many perspectives & inputs best obtained through a cross-functional approach. These four phases of supply management are as follows:

- Generation of Requirements: The generation of requirements is a critical activity that results in the identification of the optimal materials & services to purchase, together with the development of specifications & statements of work describing these requirements. Approximately 85 percent of the cost of purchased material, services & equipment is "designed in" during this phase. Thus supply management should be involved up-front during the generation of requirements to ensure that all commercial issues such as cost, availability, substitutes & so on, receive appropriate consideration.
- Sourcing: The objective of sourcing is the identification & selection of the supplier whose costs, qualities, technologies, timeliness, dependability & service best meet the firm's needs. The development of supply alliances is a sourcing activity.
- Pricing: The objective of pricing is the development of prices that appropriately reward the supplier for its efforts & which result in the lowest total costs of ownership for the customer firm. While negotiations occur throughout the supply management process, their most significant role normally is during the pricing phase.
- Post-Award Activities: This important activity ensures that the firm receives what was ordered on time & at the price & quality specified. Post-award activities include supplier development, technical assistance, troubleshooting & the management of the contract & the resulting relationships.

IV. Issues in Supply Chain Management

The classic objective of logistics is to be able to have the right products in the right quantities (at the right place) at the right moment at minimal cost.

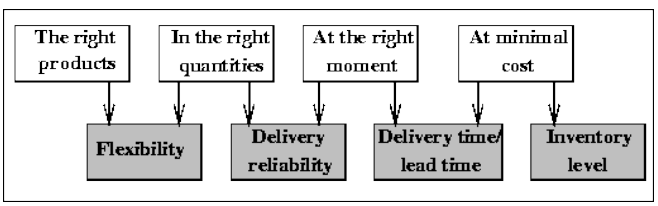

Figure 2 : Hierarchy of Objectives.

Supply chain management is divided into three levels of decision making. And the use of metrics to evaluate supply chain performance is described.

V. Decisions on Three Levels

Supply chain management decisions are often said to belong to one of three levels; the strategic, the tactical, or the operational level. Since there is no well-defined and unified use of these terms, this Section describes the how they are used in this thesis.

Figure: 5 shows the three levels of decisions as a pyramid shaped hierarchy. The decisions on a higher level in the pyramid will set the conditions under which lower level decisions are made.

Figure 3 : Hierarchy of Supply Chain Decisions.

VI. Metrics and Data Collection

Management can be defined as the planning, execution, and control of goal oriented activities. Today's supply chains are too complicated to be controlled based on intuition. It is necessary to have access to statistical data on the performance of the supply chain.

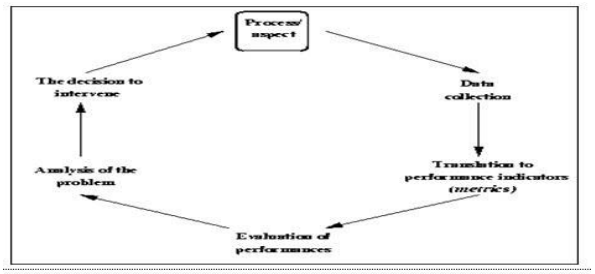

Figure 4 : A Control Cycle.

VII. Inventory Management in The Supply Chain

Inventory management is one aspect of SCM. The main goal of SCM is to better manage inventory throughout the chain via improved information flow aimed at improved customer service, higher product variety, and lower costs and used the term "Networked Inventory Management" (p.16) for the inventory aspect of SCM.

When customers are trying to operate on fewer inventories, manufacturers can respond in two ways:

1. Carrying more inventories to compensate for the shorter lead times.
2. Improving the management of the supply chain.

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As shown in Figure there are three inventories in the model: The raw product inventory (RPI), the work in process (WIP), and the finished goods inventory (FGI). The RPI is the inventory for incoming parts ready to enter assembly, the WIP are the products that are in the assembly, and in the FGI we find the finished products ready for shipment to customers.

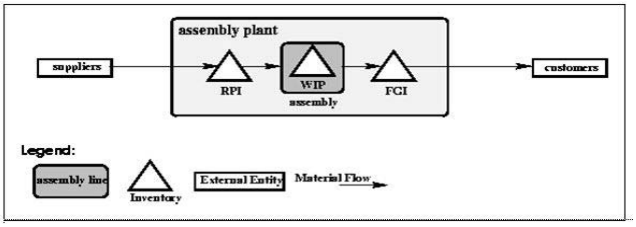

Figure 5 : the entities and material flow in the Simple Model.

A safety stock is the stocking level desired at any time for a given part in a given inventory. Holding inventory is costly and the ideal situation would therefore be to have no parts in stock when they are not immediately needed. In the real world however materials and production planners meet many uncertainties. A safety stock superior to zero is therefore in general required for the RPI and FGI.

VIII. Time and Material Flow

Time is measured in weeks. When a month is used this signifies four weeks. When arriving from the suppliers the parts enter the RPI (see Fig. From the RPI the parts enter assembly (WIP), and are now referred to as products. A set of one unit of each of the nine parts makes up one product.

The parts have different lead times from suppliers. These are shown in Table Parts of index 1 have 6 weeks lead time, index 2 parts have 10 weeks, and index 3 parts 14 weeks. All parts are delivered according to lead time, and there are no damaged parts.

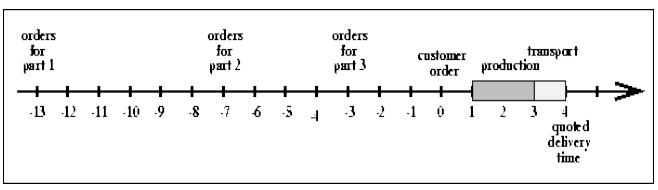

Figure 6 : Timeline of materials flow.

Figure shows a timeline for the material flow in the Simple Model. Week 0 on the line is set to the week when a customer order arrives. To build a customer order, parts of index 1 (14 weeks lead time) must be ordered 13 weeks prior to the arrival of the order. Parts can enter assembly instantaneously when they arrive in the RPI. The figure shows an assembly time of two weeks. Once out of assembly, the products enter the FGI, from where they are shipped to customers. Products are ready for shipment the moment they enter the FGI. Transport time to customer is one week. The plant quotes an order to delivery time of 4 weeks.

IX. Issuing A Demand Forecast

Since materials orders must be ready up to 13 weeks prior to the arrival of orders, it is impossible for the company to base the materials planning on incoming orders. A demand forecast is necessary. The demand forecast gives the expected product quantity ordered for a set number of weeks. In the model we assume the forecasted demand to be as is shown in Fig

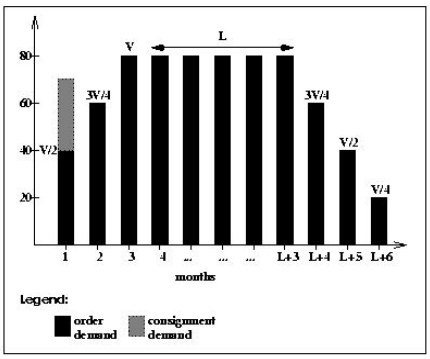

Figure 7 : Issuing a Demand Forecast.

TIME-TO- MARKET: In these short life-cycle markets, being able to spot trends quickly and to translate them into products in the shop in the shortest possible time has become a pre-requisite for success.

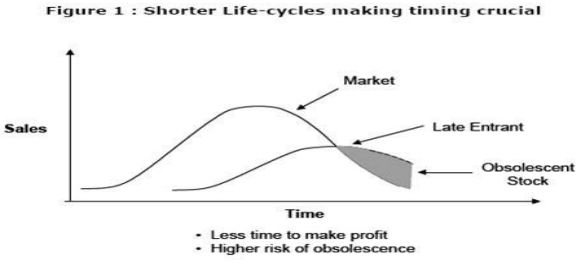

Figure 8 : Shorter life-cycles making timing crucial.

TIME-TO-REACT: Ideally, in any market, an organization would want to be able to meet any customer requirement for the products on offer at the time and place the customer need them. Clearly, some of the major barriers to this are those highlighted in the previous paragraphs, i.e. time-to-market and time-to-serve. However, a further problem that organizations face as they seek to become more responsive to demand is that they are typically slow to recognize changes in real demand in the final market place.

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Figure 2 : Inventory hides demand

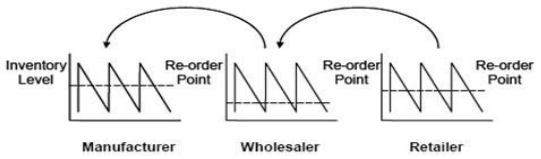

Figure 9 : Inventory hides demand.

Table 1 provides an indication of the size of these losses and of note is the cost of carrying inventory. The biggest item is forced markdowns - mainly at retail - with the total losses amounting to over 14% of retail sales. A distinction is made between promotional markdowns, e.g., special sales, and the marking-down that occurs out of necessity when a season ends and unwanted goods must be moved to make way for new merchandise – forced markdowns.

Table 1 –Revenue losses in the apparel pipeline (% retail sales)

	Fibre & Textile	Apparel	Retail	Total
Forced Markdowns.	0.6%	4.0%	10.0%	14.6%
Stock-Outs.	0.1	0.4	3.5	4.0
Inventory @ 15% carrying cost	1.0	2.5	2.9	6.4
Total	1.7%	6.9%	16.4%	25.0%

Source: Lowson RH, King R and Hunter NA (1999)

QUICK RESPONSE AND OFFSHORE SOURCING: As highlighted earlier, consumer demand is becoming more volatile. QR is designed for such an environment. The fashion industry is, perhaps, one of the most demanding challenges for logistics management with hundreds of colours, thousands of styles and millions of SKU's on the retail shelves at any one time. Further, the average shelf life of these merchandise items shortens with each passing year. A key factor in the value of QR is its ability to deal with uncertainty or variance. There are numerous sources of uncertainty in a fashion supply pipeline starting with demand through to the reliability on the part of suppliers and shippers, etc, and Quick Response offers the ability to counter the negative impacts of uncertainty.

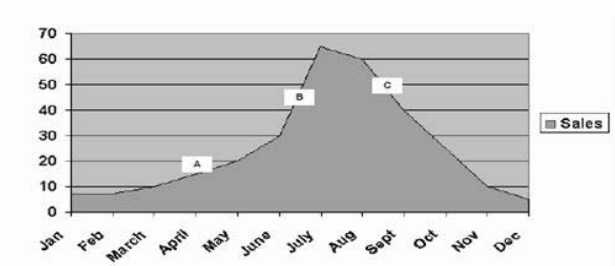

Figure 10 : Seasonality Profile

QUICK RESPONSE AND THE COSTS OF OFFSHORE SOURCING: Quick Response operations strategy offers a high degree of speed, flexibility and responsiveness in supply pipelines. This has substantial implications for sourcing decisions; particularly offshore sourcing. Table 2 compares two different sourcing alternatives: the Quick Response domestic supplier and the offshore counterpart.

Table 2 - QR and Faster Turnover

	QR Supplier	Offshore Supplier
Consumer Purchase Price (£)	100,000	100,000
Customer Purchase Price (£)	60,000	60,000
Gross Margin (£)	40,000	40,000
Average Inventory (£)	10,000	24,000
Gross Margin (%)	40.00	40.00
Inventory Turns (p.a.)	6.02	2.5
GMROI (%)	400	167

Source: Lowson RH, King R and Hunter NA (1999)

In this initial scenario two possible buying decisions are reviewed using QR and then offshore sources of supply. First, end-consumer purchases, whether bought from a retailer or manufacturer, are assumed to be one hundred thousand pounds. It is then assumed that the customer (a manufacturer or retailer) has bought the goods for the same price (£60k). An averaged gross margin is also assumed of 40% on these sales. The only difference between the two sourcing alternatives is the flexibility and speed of response. The ability of the QR supplier to rapidly replenish the stock of the customer (manufacturer or retailer) to real-time consumer demand allows the customer to turn inventory of the product 6 as opposed to 2.5 times a year.

Table 3 - QR and a Higher Cost of Goods

	QR Supplier	Offshore Supplier	Cost Advantage Applicable
Consumer Purchase Price (£)	100,000	100,000	
Customer Purchase Price (£)	78,000	60,000	30.33%
Gross Margin (£)	22,000	40,000	
Average Inventory (£)	13,033	24,000	
Gross Margin (%)	22.00	40.00	
Inventory Turns (p.a.)	6.02	2.5	
GMROI (%)	169	167	

Source: Lowson RH, King R and Hunter NA (1999)

This faster turnover rapidly increases the customer's gross margin return1 on each pound invested in inventory from £1.67 to £4.00, more than twice that of the offshore competition. Because of this inventory turnover advantage the manufacturer or retailer could afford to pay a premium for the product and still get a better return (Table 3).

In the table the price paid for goods by the customer has increased by almost one-third, but because of the flexibility and responsiveness of the supplier, the return on inventory has increased by 1.2 percent or from 167% to 169%.

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Table 4 - A Move to Offshore Supply

	QR Supplier	Offshore Supplier	Cost reduction Applicable
Consumer Purchase Price (£)	100,000	100,000	
Customer Purchase Price (£)	60,000	38,448	35.92%
Gross Margin (£)	40,000	61,552	
Average Inventory (£)	10,000	15,379	
Gross Margin (%)	40.00	61.55	
Inventory Turns (p.a.)	6.02	2.5	
GMROI (%)	400	400	

Source: Lowson RH, King R and Hunter NA (1999)

Table 4 views the sourcing decision from another perspective. The decision to move sourcing offshore to a competitor with lower unit cost but a slower response

In this situation the foreign supplier would need to reduce the purchase price by nearly 35% to retain a comparative GMROI to that of the QR supplier. The more flexible and higher velocity supplier proves more competitive than the lower-cost; even without taking into account the other hidden and inflexibility costs.

Table 5 shows the shows the combined effect of velocity, faster inventory turns and reduced markdowns. As product velocity increases so too will revenue as there is less need to sell goods below optimum price points. The customer's (manufacturer or retailer) return on investment grows to over 3-times that of a competitor.

Table 5 - The Effect of QR Velocity

	QR Supplier	Offshore Supplier
Consumer Purchase Price (£)	113,000	100,000
Customer Purchase Price (£)	60,000	60,000
Gross Margin (£)	53,000	40,000
Average Inventory (£)	10,000	24,000
Gross Margin (%)	40.00	40.00
Inventory Turns (p.a.)	6.02	2.5
GMROI (%)	530	167

Source: Lowson RH, King R and Hunter NA (1999)

Finally, Quick Response also has an impact upon strategic pricing decisions. Velocity and flexibility in the supply system will allow an original equipment manufacturer (OEM) or retailer to reduce the price of the finished good below that of the competition and capture greater market share.

Table 6 - QR and Strategic Pricing

	QR Supplier	Offshore Supplier	Possible price Reduction %*
Consumer Purchase Price (£)	76,840	100,000	-32.00
Customer Purchase Price (£)	60,000	60,000	
Gross Margin (£)	16,840	40,000	
Average Inventory (£)	10,000	24,000	
Gross Margin (%)	21.91	40.00	
Inventory Turns (p.a.)	6.0	2.5	
GMROI (%)	168	167	

* Based upon purchase price of £113,000 as seen in table 5
Source: Lowson RH, King R and Hunter NA (1999)

This paper has provided a conceptual focus upon the main logistical issues involved in fashion retailing. The peculiar nature of the industry was discussed in terms of its volatility, complexity and dynamism. It is with these factors in mind, that the need for agility and responsiveness in the logistics pipeline has been identified.

X. Key Components Of Supply Chain Management

Supply chain management is an enormous topic covering multiple disciplines and employing many quantitative and qualitative tools.

The twelve categories we define are

- location
- transportation and logistics
- inventory and forecasting
- marketing and channel restructuring
- sourcing and supplier management
- information and electronic mediated environments
- product design and new product introduction
- service and after sales support
- reverse logistics and green issues
- outsourcing and strategic alliances
- metrics and incentives
- Global issues

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Female Undergraduate's Students' Attitudes toward and Perceptions of Entrepreneurship Development (Comparison Public and Private Universities in Ethiopia)

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Jimma University, Ethiopia

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Keywords : female entrepreneurship, undergraduate students, attitude, ethiopian public and private universities.

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FEMALEUNDERGRADUATESSTUDENTSATTITUDESTOWARDANDPERCEPTIONSOFENTREPRENEURSHIPDEVELOPMENTCOMPARISONPUBLICANDPRIVATEUNIVERSITIESINETHIOPIA

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Keywords: female entrepreneurship, undergraduate students, attitude, ethiopian public and private universities.

I. Introduction

Female Entrepreneurship is considered an important tool for female empowerment and emancipation. It has been suggested by Weeks (2007) that women-led businesses can make a significant contribution to the economy. Allen, Langowitz, Elam and Dean (2007) further substantiated the importance of female entrepreneurial activity on economic development, finding investment in female entrepreneurship an important way for a country to exponentially increase the impact of new venture creation. Furthermore, they noted women are more inclined to share the benefits gained through entrepreneurship with members of their family and the wider community.

A national survey conducted by the Ethiopian Welfare Monitoring Unit (2002) shows, although women entrepreneurs contribute significantly to the national economy in terms of job creation, skills development and the alleviation of poverty among men and women alike, the literature clearly explains that small businesses and enterprises operated by women entrepreneurs are not being provided with adequate strategic support in terms of policy, access to finance, tax assessment, skills development and managerial training, technological transfer and infrastructural development (Berhanu, Abraham & Berg, 2007). Although SMEs operated by women cater for the poorest of the poor and make a sizeable contribution to the national economy, the level of support and recognition given to them has been minimal historically (Mogues, 2004). Businesses and enterprises operated by women contribute for economic dynamism, diversification, productivity, competition, innovation and economic empowerment of the poorest of the poor.

According to a survey conducted in the Gullele sub-city of Addis Ababa illustrate, women in the cluster area estimated 39% were self workers while men constitute the remaining 61% were self workers (HK Hailu, 2010, P.53). Furthermore, as different past' report in Ethiopia shows, the majority of women had little education and find employment in the lower sections of the formal employment market. For example, in 1999/00 there were only 30.75% of women in the Civil Sector ('Shadow Report' 2003, p. 14) among which the majority, 98.2%, was concentrated in low status and low paying jobs (Aster et al 2002, p. 69). The level of unemployment is higher for women than for men among

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any section of society. In 1998, the Bureau for Labor and Social Affairs estimated the percentage of female unemployed at 58.6 and for males 41.4 in Addis Ababa (Alemnesh 2001, p. 97). According to age group, the unemployment level is higher among women than men in the age group 15-19 years with 16.8 % for women and 6.4% for males. This percentage increases slightly among the age group 20-24 with 17.8% of women and 7.4 % of males (Teshome 2004, p. 27 cited in Indrawatie, 2011).

Additionally, as the result of study on women entrepreneurship in micro, small and medium enterprises was shows, the majority of businesses that failed were operated by women (78%). Businesses that failed were characterized by inability in obtaining loans from formal money lending institutions such as commercial banks, inability to convert part of profit back into investment, poor managerial skills, shortage of technical skills, and low level of education. Businesses operated by women were 2.52 times more likely to fail in comparison with businesses operated by men (Eshetu and Zeleke, 2008, p.1).

The current research has been undertaken to examine female undergraduates' attitudes towards and perceptions of entrepreneurship. This is necessary in order to obtain more knowledge and a better understanding of why so few female undergraduates consider entrepreneurship as a career and majority of businesses that failed were operated by women. This is important as the topic of female entrepreneurship and in particular female undergraduates and their views on entrepreneurship is a seriously neglected and under developed research area. An examination of literature shows there is little known about their needs, motivations and reservations concerning business ownership. The reason why final year female undergraduates are chosen for the current study is because they are at a period in their career development where they are considering different career routes and are therefore, a potential source of future female entrepreneurs.

II. Literature Review

a) Characteristics of Entrepreneurs

Since there is no a universally acceptable definition of the entrepreneur, researchers have attempted to distinguish different factors that influence the individual towards entrepreneurship (Dyer, 1994). Efforts have been made to identify some of the attributes possessed by the entrepreneur (Kao, 1990), and this referred to as the trait school of thought. Carson et al (1995) believed that entrepreneurial traits distinguish entrepreneurs from other groups in society. Delmar (2000) identified the most common of these traits as a need for achievement, internal locus of control, risk-taking propensity, tolerance for ambiguity, over-optimism and the need for autonomy. These characteristics and traits have been acknowledged by many authors and are seen as an important factor when calculating a person's propensity towards entrepreneurship (McClelland, 1961, Hawthorn and Brearly, 1991; Carson et al, 1995; Garavan et al, 1997; Morrison, 1998; Rimmington and Williams, 2000). Gasse (1990) also believed motivation, energy and perseverance are important traits, with Plaschka (1990) including innovation as an important characteristic of the entrepreneur. McCarthy (2000) found risk-taking propensity to be associated with personality traits, subsequently arguing that research on traits is of extreme importance in any serious attempt to understand entrepreneurship. However, despite this, Delmar (2000) argued that with the exception of the need for achievement, it has been difficult to link any specific traits to entrepreneurial behavior.

The importance of examining entrepreneurial traits and characteristics in relation to the current research is to help establish the basic characteristics associated with the entrepreneur. However, not everyone agreed with the trait school of thought. Carson et al (1995) found four main criticisms of the trait approach: first, the inability to differentiate clearly between entrepreneurial small business owners and equally successful professional executives. Second, the assumption is that identifying the supposed key trait or characteristic of the entrepreneur. Third, is the lack of recognition of entrepreneurship as a continuously changing process in which the entrepreneur will also change. Finally, the lack of empirical evidence to connect entrepreneurial characteristics with actual entrepreneurial activity and the inability to acknowledge an individual's situation and the effect it has on new venture creation. Basically, the trait approach cannot be used alone to explain entrepreneurial behavior. Therefore, there is a need to look at what entrepreneurs do and why they do it (Martin et al, 1998).

b) Female Entrepreneurship

It has been suggested by Weeks (2007) that women-led businesses can make a significant contribution to the economy. US statistics have shown that over the last twenty years women-owned businesses have grown at a rate of nearly two to one of other businesses and, interestingly, have made more of a significant impact on employment figures and revenue intake than is actually suggested by these figures (Centre for Women's Business Research, 2007). Allen, Langowitz, Elam and Dean (2007) further substantiated the importance of female entrepreneurial activity on economic development, finding investment in female entrepreneurship an important way for a country to exponentially increase the impact of new venture creation. Furthermore, they noted women are more inclined to share the benefits gained through

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entrepreneurship with members of their family and the wider community.

However, in Ethiopia the economy has yet to achieve substantial benefit from women led businesses as, in comparison with other countries, the level of female entrepreneurship is particularly low; for example in Portugal, Austria, and France female entrepreneurship can account for 41% of all new start-up's (Henry and Kennedy, 2003; Gender Equality Unit, 2003; Fitzsimons et al, 2003; Fitzsimons andO'Gorman, 2004).

i. *Characteristics of Female Entrepreneurs*

Women entrepreneurs are not a homogenous group per se, but they often share common characteristics and therefore it is possible to build up a general profile of the typical female business owner (Still and Walker, 2006). According to Sarri and Trihopoulou (2005), the female entrepreneur is 43 years old, and is usually older than her male counterpart. This demographic of women entering entrepreneurship at a later age than men is well recognized in entrepreneurial literature (Goodbody, 2002; Madsen et al, 2003). She is often married with children, and enters entrepreneurship when the children are older (Madsen et al, 2003; Sarri et al, 2005). However, there is a trend towards women entering entrepreneurship at a younger age (Birley, Moss and Saunders, 1987; McClelland, Swail, Bell and Ibbotson, 2005; Still et al, 2006). This development of women entering into entrepreneurship at a younger age has also been noted in Ireland with research showing the average female business owner to be 38 years of age and is only slightly older than her male counterpart (Fitzsimons and O'Gorman, 2007).

c) Obstacles to Female Entrepreneurship

Welter (2004) has indicated that the participation of women in entrepreneurship has been hindered by the value that society places on women in employment, believing that as a result of past social norms women are still being stereotyped according to their gender thus limiting opportunities and creating occupational segregation.

Hisrich et al (1984) also acknowledged the difficulties that woman face when starting a business stating that the risk and effort entailed in starting a business from scratch is perhaps even greater for a woman entering a male dominated arena. Carter et al (2007) suggested that women lack finance and capital assets during the start-up period and argued that one of the key debates within female entrepreneurial research is how these barriers at the start-up stage affect the long-term business performance of women business owners.

III. Sampling Method (Technique) and Sampling Size

In public: Jimma University, Addis Ababa University, and Wollege University while among private universities; Rift-Valley Universies at wollega and Adama Campus, Unity University at AA campus and New generation at Nekemte campus were taken as a sample of representative by convenience method with consideration of location of both private and public universities those found in the same cities to reduce cost.

And respondents were taken from selected Universities by disproportional method because of the size of students found in them are vary as follow.

a) Model Specification

In this study, the chi-square test for independence will be used to test for association. Cross tabulation was also done to show the distribution of respondents while multiple regression analysis the cause of factors on perception self –employment

$$\text{Model: } SEI = \beta 0 + \beta 1 * (PF) + \beta 2 *(PEE) + \beta 3 *(CA) + \beta 4 *(EM) + \beta 5 *(M) + \varepsilon$$

Independent Variables

- PF=parents and family
- PEE =Participation in entrepreneur education
- CA= career advisers
- EM= Entrepreneurs as model
- M=Media

Dependent Variable

- SEI=Self-employment perception (start your own business)

ß0 is the intercept, ß1 and ß2 are the population parameters and **ε** is the natural variation in the model. The researchers tests for the significance of the linear regression relationship between the dependent variable, and the independent variables, by testing unstandardized coefficients beta (B).If ß1 and ß2 relatively zero, there is no significant linear model or relationship between the dependent variable, and the independent variables . If ß1 and ß2 are not both equal zero, a significant linear relationship or model does exist between Y and the two independent variables (Neter et al., 1993, cited in Brett, 2005, pp.62-63).

IV. Data Analysis

a) The Relationship between Family Background and Female to Start Their Own Business

Families play an important role in female entrepreneurship; recent studies reveal two opposing pictures in this respect. In some cases, families are very supportive (Halkias, 2011 Muhammad A and, Dr. Amber G,2011) and play an important and supportive role in helping females to develop business ideas (Jamili, 2009).

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Table 4.1 : The relationship between family background and parents discourage female to start their own business.

would your parents discourage you to start your own business		Family background			Total
		agriculture	employed	Commerce	
yes	Count	68	84	58	210
	%	34.7	39.6	50.0	40.1
no	Count	90	98	46	234
	%	45.9	46.2	39.7	44.7
Do not know	Count	38	30	12	80
	%	19.4	14.2	10.3	15.3
Total	Count	196	212	116	524
	%	100.	100	100.	100.0

Df=4, x^2= 9.31, N=524, p=0.05

The above table depicts, 40.1% of respondents responded that as their family discourage female students to start their own business and 44.7% responded as their parents encourages them as they start their own business while 15.3% of them responded as their parents were neutral. This reflects that as the majority of the parents encourage their female students as they start their own business in future.

Hence, the following hypothesis were developed to test whether there is independency between family background and discouraging female as they start small business.

Ho: parents background and discourage female students to start small business are independent.

Ha: parents background and discourage female students to start small business are not independent

As per the chi-square test made, the result shows that equal to the significance level (p=0.05), since we cannot accept the null hypothesis. Thus, we conclude that there is a relationship between parents' background and discouraging female students as they start their own small business. This supports the finding of (Itani et al., 2011) that stated females receive no appreciation for their work and in most cases they are discouraged by their parents.

b) Regression Analysis on Self-Employment Perception against Dependent Variable

In linear multiple regression, adjusted R square (adj. R2) is usable rather than the simple R square, since the latter may overestimate the extent to which the researchers sample data explain the variance in the dependent variable, thereby indicating whether the model is good predictor of the dependent variables, partly because simple R square affected by the number of variables included in the model (Meorgen, 2007, p.192).Therefore, in this study a stepwise multiple linear regression analysis was computed at significant level of (p=0.00) in order to examine which constructs of factors or variables could be the most determinant variable to ensure self-employment perception.

Model: SEI= ß0+ ß1 * (PF) + ß2 *(PEE) + ß3 *(CA) + ß4 *(EM) + ß5 *(M) +ε

Independent Variables

- PF=parents and family
- PEE =Participation in entrepreneur education
- CA= career advisers
- EM= Entrepreneurs as model
- M=Media

Dependent Variable

- SEI=Self-employment perception (start your own business)

Table 4.6 : Regression analyses on self-employment perception.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.212	.169		7.175	.000
	parents and family	-.107	.050	-.110	-2.113	.035
	Educational system	.123	.053	.123	2.333	.020
	career advisers	-.047	.058	-.043	-.805	.421
	Entrepreneurs that you know	-.013	.057	-.012	-.228	.819
	Media	.095	.052	.093	1.832	.068

Dependent variable: SEI, R= .172 , R^2 =.030 , adj. R^2 =.018, F (5, 417) =2.522, P<0.001

Table 4.7 : Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.172[a]	.030	.018	.85171

a. Predictors: (Constant), Media, parents and family, career advisers, Educational system, Entrepreneurs that you know

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Table 4.8 : ANOVAb.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.149	5	1.830	2.522	.029[a]
	Residual	298.870	412	.725		
	Total	308.019	417			

a. Predictors: (Constant), Media, parents and family, career advisers, Educational system, Entrepreneurs that you know
b. Dependent Variable: start your own business

The table 4.8 indicates the results on the relationship between media, educational system, career advisers, entrepreneurs that female students know and parents &family against self-employment perception model. It is clear that this model has the adjusted R^2, .030 that shows 3 % of the variation in self-employment perception is explained by this model. This model is statistically significant F (5, 417) =2.522, p <0.001. It is possible to conclude that there is sufficient evidence that implies negative linear relationship between parents and family (β= -0.107), career advisers (β= -0.047) and entrepreneurs that female students know (β= -0.013) with self-employment perception. While media (β=0.095) and educational system (β= 0.123) have positive relationship with self-employment perception.

Here, although, parents & family has negative relationship with self-employment perception, both parents and family and educational system have statistically significant effect on self-employment perception factors when considered in this model.

V. Conclusion

While undertaking the present study it became evident there is very little known about female undergraduates and their views on entrepreneurship. Therefore, there is a need to gain more knowledge about the young educated women and thier views on entrepreneurship. It would also be of interest to do a comparative study of higher-level institutions across the different private and public universities, in order to see if there is any difference in attitude of the female undergraduate towards entrepreneurship depending on where the respondents are types of university situated. This would add more information to a seriously under researched topic by gaining an overall picture of the female undergraduate attitudes towards and perceptions of entrepreneurship.

However, different female undergraduate students have different attitudes towards self employment because of many different factors influence women perception to start their own small business.

Families play an important role in female entrepreneurship; this study reveal half of family female students discourage to start their own business while some parents encourages them as they start their own business.

Both female students in public Universities and private university college would like more entrepreneurial education/knowledge and were expressed the intention as they need entrepreneurial education to start a business. Majority of female students in both public Universities and private university college were expressed their intention as they need entrepreneurial education to start a business

Minority of students expressed their immediate intentions after the completion of their degree course as they want to start their own business. While majority of them were want to continue further with their education, want to work with in a company and obtain a professional qualification and want work within a large company.

As this finding present that the student who expressed their wish to start their own small business in public Universities are no more different from female students those private Universities College want to start their own small business. Students with a strong favorable attitude toward self-employment would be more likely to develop strong self-employment perception. The motives for becoming an entrepreneur is not a clear cut situation but is rather a complex set of mixture of different factors

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Review and Redefine: Quality of Work Life for Higher Education

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Abstract- Higher education is the key of success of a nation which boosts the economic potential of entire nation leading to the development of the nation. This is like a middleware transformation engine which produces manpower for industry, develop enterpreures and motivates young minds for R&D. This responsibility is on the shoulders of educational employees to understand and transform the energy and knowledge of students in an effective and efficient manner. An abundance of research studies suggested that the quality of work life (QWL) is one of the most significant and efficient tools of human resource management. Quality of work life programs encourage employees, make balance between professional, personal & social life and ultimately enhances employee job satisfaction.

Keywords : quality of work life, constructs of QWL, higher education, educational employees.

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REVIEWANDREDEFINEQUALITYOFWORKLIFEFORHIGHEREDUCATION

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Review and Redefine: Quality of Work Life for Higher Education

Archana Pandey[α] & Dr. B.K. Jha[σ]

Abstract- Higher education is the key of success of a nation which boosts the economic potential of entire nation leading to the development of the nation. This is like a middleware transformation engine which produces manpower for industry, develop enterpreures and motivates young minds for R&D. This responsibility is on the shoulders of educational employees to understand and transform the energy and knowledge of students in an effective and efficient manner. An abundance of research studies suggested that the quality of work life (QWL) is one of the most significant and efficient tools of human resource management. Quality of work life programs encourage employees, make balance between professional, personal & social life and ultimately enhances employee job satisfaction. The objective of this study is to review and redefine the QWL construct for the higher education in the light of existing researches of QWL, policies, practices and suggestions for higher education.

Keywords: quality of work life, constructs of QWL, higher education, educational employees.

I. Introduction

Education is the backbone of any country and educational industry works as a supplier for other industries. In comparison to primary and secondary education, higher education plays a major role in the growth of a nation's economy. This has a direct & a deep relation to the industry. Higher education is working as an interface between students and industries. Here students are trained for the specific subjects, technologies, sectors and domains as per the current industry requirements. Higher education is the first and foremost which faces the requirement & challenges of the industry and society. The effectiveness and efficiency of education industry is directly dependent on employees only because the infrastructure and technology is lesser required in comparison to other industries. On an average employees spend around twelve hours daily at the work place, which is around one third of entire life; this influences the overall employee's life. "Quality of Work Life (QWL)" is a human resource management concept which is used to improve the work life of employees. This in turn improves the employee's family and social life both. Four decades have passed since the phrase "Quality of Work Life" was first introduced, but in India it is still a new concept to emerge. Quality of Work Life is the umbrella which covers all the aspects of work life of employees [1]. So QWL is a way through which an institution gets aware of its responsibility to develop jobs and working conditions which are excellent for people and beneficial for the economic health of the institution.

India's developing economy is rising with liberalization, privatization, automation and globalization. These factors affect the life of educational institution employees also. It becomes more challenging for employees to cope up with advancements so that they are able to prepare the new generations to stand matched to the market demand. With this challenge, it is necessary to provide a better and flexible working environment for employees so that they can give their best to the institutions.

Lots of research has been done to measure the QWL of public, private and government organizations including banks, insurance and IT sectors but a mere research conducted for educational institutions. Unfortunately, there are troubling signs about the quality of work life of educational industry employees in many of the nation's institutions. These signs have far-reaching implications for student learning, economic and social equality, and the growth rate of the Indian economy as a whole.

Education is potentially the greatest social equalizer in society and higher education plays a critical role and thus provides a very deep impact in creating society, culture, and economic wellbeing of new generation. So the educational employees' quality of work life is a necessary—indeed, the key—ingredient for improving our nation [2].

II. Objectives

The objectives of this study are as follows.

1. Study of QWL and redefine the QWL for higher educational institutions.
2. Present perception of employees in higher educational institution towards QWL.
3. Present scenario of QWL in higher educational institution.

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III. Methodology

The study is based on desk research method to review and redefine literature on quality of work life for educational employees. The secondary data is drawn from books, journals and various reports published by the agencies working in this field.

IV. Review of Literature

There are only few researchers' conducted studies to analyze the QWL of educational institutions across the world. The researches of QWL are shown below in chronological order:

Rossmiller (1992) did a study of QWL on secondary teachers and principals. He focused on great workplace and found that there is a positive influence between QWL and teacher's participation, professional collaboration and interaction, use of skill & knowledge and teaching environment [3].

Kumar and Shanubhogue (1996) studied and compared the existing and expected QWL in universities and found an extensive gap between employees. They defined the quality of work life program as "an approach helps in improving the life of employees and improves the overall university's performance"[4].

WFD Consulting (2003) engaged in the "Office of Academic Affairs and Office of Human Resources" conducted a survey to evaluate the experiences & perceptions of the work environment & work life issues of Ohio state university's faculty. This study examined the relationship between work environment and work life issues and identified the priority areas for solving problems. According to this survey gender, job position, family demographics and nature of the job play a vital role to decide the satisfaction factor because their expectations are different from each other. Better work life is required for increasing satisfaction and commitment which will contribute to the organizational goal of achieving world class excellence [5].

Dr. L Buffardi, K . Baughman and K. Morse (2004) conducted a survey on the task force in George Mason University's employees to correctly measure the quality of work life. Using Eisenberger's construct of perceived organizational support (POS) survey was done to know which key factor influencing employee commitment to the organization, job satisfaction, and general quality of work life. According to this survey researcher said that employees are looking for various factors which comes under the quality of work life constructs these are-: salary, health care benefits, retirement benefits, job security, work space, special recognition for achievements, availability of on-campus child care, adequate input in the decision process and fair and equitable performance appraisal equitable distribution of resources [6].

G. N. Saraji and H . Dargahi (2006) examined the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals' employees towards quality QWL. A questionnaire based on 14 key factors of QWL was distributed to 908 employees of 15 different hospitals and around 70% of employees given their feedback. A cross- sectional, descriptive and analytical study was conducted. A stratified random sampling technique was used to select respondents. This study results shows most of the employees were dissatisfied with occupational health and safety, intermediate and senior managers' support, their income and work & family life balance. This study indicated that the employees were not satisfied with their job. This indicated that there was a need of improving quality of work life of employees in TUMS [7].

Ming Chang Tomayko (2007) analyzed the quality of work life of mathematics teachers in Maryland. The purpose of this study was to improve both the effectiveness and satisfaction of mathematics teachers. This study was based on the stress of mathematics teaching. This study made an underlying base of prior researches on social psychology and organizational behavior theory to understand the different approaches to study of tension in mathematics teaching. He divided the tension in 5 different strands like goal congruence, agency, teacher efficacy and respect, professional interaction and load appropriateness. A Likert-type questionnaire created on these different tension strands and distributed through e-mails and flyers. The survey data were analyzed in two ways. First, the teachers working condition were analyzed on the five selected stressors and then factor analysis of the survey data identified six underlying components of stress in the work lives of mathematics teachers. Teacher working conditions were then re-evaluated with respect to these six components. This study revealed that the mathematics teachers were overloaded with the job responsibilities and had a lack of agency. On the other hand teachers were fully motivated to teach mathematics [8].

H.S. Saad, A.J.A.Samah, and N. Juhdi (2008) investigated the employee's perception of their work-life quality in the Razak University, Malaysia. The prime objectives of this study to see whether the university environment influences employees' perception of job satisfaction; second, to find the different sources which arises stress among university employees and finally to calculate employees level of satisfaction with regard to various job related aspects. In this study ten QWL variables (work-family interference, quality of relationship, meaningfulness, pessimism about organizational change, self competence, impact, self determination, access to resources, time control and support) were used to test the relationships of QWL with job satisfaction. The study is based on the 251 questionnaires which were based on a five-point Likert

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scale ranging from 1 to 5. To check the validity of relationship, correlation test and multiple linear regression were used. The multiple linear regressions indicated that only 3 QWL variables (meaningfulness, pessimism about organizational change and self determination) were significantly related to Job satisfaction. This study indicated that the QWL variables only are insufficient to measure employees' job satisfaction [9].

P.S. Bharathi, Dr. M. Umaselvi and Dr. N. S. Kumar (2009) inspected the perception of college teacher towards QWL. This aim of the study was to analyze the QWL under various dimensions. Data was collected from 12 colleges located in Tiruchirappalli city and 239 respondents' data were selected out of 1279 college teachers. The researcher created a standard questionnaire of 116 questions which was based on 16 different dimensions. Questioner consists of questions on socio-economic characteristics, various dimensions of QWL and QWL in a teaching environment. The collected data were analyzed by using SPSS and various statistical tests were applied based on hypotheses and the matching variables Descriptive cum Diagnostic research design method was used to understand the characteristics of a particular individual, or a group and the association between the variables. This study revealed that overall 59.0% of the respondents have high levels of QWL and 41.0% have low levels of QWL [10].

Rochita Ganguly (2010) examined the QWL of university employees and the relationship between quality of work life and job satisfaction. The researcher was very careful in data collection. She considered literate and experienced persons who understand the significance of questioner and fill up the data correctly. She designed the questioner in Bengali, a regional language of employee for better understanding and thought flow. The results indicated that the employees are not happy with the degree of autonomy, personal growth and superior support. The employees were not satisfied with their job and unhappy with QWL of university [11].

D. Kumar and J.M. Deo (2011) did a study to measure the effect of stress on quality of work life of college teachers. They took 100 college teachers of universities of Bihar and Jharkhand and studied their different perception of quality of work life. Findings exposed that junior teachers had more stress than senior teachers. As well as female teachers were feeling more stress in their job in comparison to male teachers [12].

B. Shahbaji, S. Shokrzadeh, H. Bejani, E. Malekinia and D. Ghoroneh (2011) identified the relationship between the quality of work life and performance of Esfahan University and Esfahan medical University employees. According to this study, performance was directly related to adequate and fair compensation, safe and healthy work environment, development of human capacities, growth and security, social integration and work environment, constitutionalism (rule of law), work life space, and social relevance of work life. Out of these constructs developments of human capacities, social integration, constitutionalism, work and life space were more effectively related to performance. They concluded that level of quality of work life was different from university to university [13].

Dr. Samson B Begas (2012) did a research on faculty of higher education institutions in CAPIZ state province of the Philippines. Data is gathered through descriptive survey, informal interviews and documentary analysis. The significance of differences and relationships between QWL and productivity were tested by t-test, anova and pearson tests. He took age, gender, year of experience and income as parameters for the analysis. This study revealed that the degree of QWL was very good and level of productivity was "satisfactory in these institutions. He analyzed and found that there is a positive relation between QWL & satisfaction and QWL & productivity. This study recommended that the more FDP (Faculty Development Program) should be run on these institutions for research and community service [14].

Ayesha Tabassumb (2012) investigated QWL of employees in the private universities of Bangladesh. She designed a 5-point Likert-scale structured questionnaire and collected the data from the 72 full-time faculty members among 11 private universities. She analyzed the dimensions of quality of work life and its relationship with job satisfaction. This study concluded that there is positive relationship between the dimensions of QWL and job satisfaction. This study suggested to the management of the institutions that the policies designed in such a way that QWL issues should be concerned. An improved QWL provides a higher level of job satisfaction which in turn reduce faculty member turnover rate [15].

Dr. K. M. Nalwade and Shri. S. R. Nikam (2013) done a literature review on quality of work life in academics and explores earlier research in the academic area. The researcher explains quality of work life on Walton's eight factors. They establish its relationship with employee demographic variable, stress, satisfaction, commitment, performance, job satisfaction which reveals that the former are the determinant of QWL [16].

Seema Arif and Maryam Ilyas (2013) focused on quality of work life of private universities in Lahore, Pakistan. They explored various dimensions of quality of work life which affect life and the attitude of teachers. This quantitative study took 360 members of university and analyzes their perception of QWL. This study also investigated the QWL effects on employee commitment, engagement, job involvement and reputation of the

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university. This research suggested that the perceived value of work, work climate, work-life balance and satisfaction are the main factors which shaped the work attitude and also improve employees work life[17].

V. Redefine Quality of Work Life

Walton, Louis, Davis, Rose & et al, Robbins & Fernandes etc. gave numbers of dimensions of QWL for different industries. These studies suggested that different types of industries have different impact and importance of QWL dimensions. The educational institution is an exclusive place of work; not any industry environment match with its work pattern, culture and yield. Its employees' working conditions are also quite different from other industries. So there is need to understand the importance of QWL construct for educational institutions.

Educational employee's behavior and work life affect their personal lives, students' careers and performance of the institute. Morale, values, motivation, positivity are pillar of an educational institute. These values can be maintained, enhanced and spread when the employees are satisfied. This can be done only when the employees are able to balance between work life and personal life. This study considers Walton's eight factors and redefining for educational employee's perspective as below:

Adequate and Fair Compensation-: Adequate and fair compensation plays a prime role in the creation of better QWL. Adequate and fair compensation reduces child poverty, poor educational attainment, the likelihood of future job insecurity, under-employment and poor health. There is a potential disadvantage of the low compensation. This also promotes gender equality and reduces severe financial stress faced by families.

Employees of educational institutions work as hard as the different service & manufacturing industry, but fail to reap the same rewards in terms of salary hike, recognition, promotion, and appreciations. Faculties are getting less salary than the students to whom they teach and train. Gautam Ahuja, professor, Ross School of Business University, Michigan found that the salary difference between the faculty and the new recruits is 1: 2.4. IIM-Ahmedabad survey data tells that an IIM professor appears to be less than Rs 7-8 lakh per annum than a new recruited student. This suggests that in the Indian labor market, academic is not a very attractive proposition[18]. If the educational institutions want to attract the best and competitive brain then they have to provide competitive conditions including a competitive salary. Also, one has to examine the opportunity cost relative to industry careers.

Safe and Healthy Working Conditions: Higher educational institution employees are in contact of students between 16 to 25 years. The mind and nature of this age group are more impatient, aggressive and violent. The institutions face many types of violence – including ragging, fighting, hazing, dating violence, sexual harassment, hate and bias-related violence, stalking, rioting, disorderly conduct, and even self-harm and suicide. The employees of educational institutions are victims of these problems directly or indirectly. These issues always create unsafe and stressful environment for their employees.

The employees, staff and students face a different kind of hazards depending upon the work carried out in these institutions. The clinical work has risk of epidemiology, infection by bloodborne viruses, the veterinary work has risk of zoonotic infection and the art work identified a number of serious hazards like respirable free silica in sandblasting, wood dust, noise and toxic concentrations of toluene and methyl cellosolve acetate in painting and printmaking. The employees and students are often unaware of the health risks of common issues in their working environment. In most of the cases, safety & security measures and standards are not set for the educational institutions and if it's set then not properly followed by the institutions[19].

The US and UK understand the need for safe and healthy working condition, very early and publish for guidance of health and safety issues. The "American College Health Association" published guidance on occupational health services in 1984 and the United Kingdom Health and Safety Commission published in 1991[19]. The higher education sector of India is as large as of developed countries so it can be said that situation of Indian higher education is likely to be saem as in developed countries.

Opportunity to Use and Develop Human Capacities: Educational employee's capacity development is totally different from the service and manufacturing industries. Here employees are involved in teaching, research, training, project management, experimentation, coaching and technical advice. These are the areas where the scope of the development of human capacities can be enhanced. Institutions have to identify the gray area of employee skill set and create opportunities to improve their skills. In this area institute must design career development programs for all categories of academic and non academic employees and provide fair opportunity to develop.

South African Centre for Higher Education (CHE) (2005:22) defines capacity has to do with "both human and institutional abilities to 'think' (identify problems, set objectives, design strategies and solutions, analyze experience) and to 'act' (perform functions, acquire and apply skills and techniques, implement policies and programs, change policy and practice)"[20].

Use and develop human capacity in the education industry has to focus on; Increasing the research funding for the research and publications,

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Improve on career development program for teaching and non-teaching employees, Change in job profile like non teaching and teaching for eligible candidates, Increasing leadership, management and entrepreneurship development program, Increase cultural change and external facilitation programs. In my point of view government must create a framework for smooth transition between industry and institution for the willing employees.

Opportunity for Continued Growth and Security: QWL propose future opportunity for continued growth and security of employment by expanding one's capabilities, knowledge and qualification. This construct creates an effective bridge between the worlds of learning and work. Job security is not a concern in the case of educational employees, here continued growth to employees is the biggest concern. Educational industry job is running in a very traditional manner and grows at a much lower rate than the other industries. It is surprising to find academic staff join institute and served up to 25 years without any growth along the ladder. In the era of globalization and rapid change of technology, it is imperative that employees must update their knowledge and skills and be conversant with the latest developments in their fields. Institutions and government should design different courses and other appropriate facilities to enable educational employees to improve education as regards content, method and techniques, enlarge the scope of the work, and seek promotion. The institution must encourage the employees and provide opportunities, facilities and incentives to to participate in these programs.

UGC, AICTE, DST, ICSSR and R&D Lab, etc in India have taken various initiatives to promote qualitative improvements in higher education which includes: travel grant, seminar grant, faculty development program, innovation promotion scheme, career award for young teachers, coaching schemes for such, St & orbs and day care center east These programs have benefited a number of employees but a longer has to go. These programs are targeted mainly to the teaching employees and there are no such programs designed for the non-teaching employees who are complemented in labs and other teaching-learning activities of institutions. Whereas "European Foundation for Quality Management (EFQM) in 2003" and "UK's Higher Education Academy in 2004" focus on the professional development of all academic staff[21].

Social Integration in the Work Organization: Social integration in higher education can be established by inter-personnel openness, freedom from prejudice, egalitarian and upward mobility. A strong social integration into the organization results low absenteeism, reduce conflict rate and grievance and increases individual performance.

The social integration concept of higher education is far-2 different and complex in comparison to other organizations. Here the employees have to interact with the students and parents. Parents and students' requirement, need and demand are different, individual in nature and some time very complex. Employees have to understand, provide a solution and satisfy them. Direct activities of social integration occur in classrooms and laboratories between employees & students. Indirect activities occur between faculty, staffs and parent, which took place outside of the academic environment.

One of the key requirements for any successful institution is that its key members and employees see themselves as being in the same family, group or team. Reputation and performance of an educational institute cannot be enhanced by individual effort. Employees have to work as a team for enhancing the performance of students and the institution. In higher education, employees are from different geographical places, religions and nations. The institution has to provide an environment where employees feel a sense of belongingness, work as a team, and pay attention to each other. Social integration helps in enhancing institute's citizenship.

Constitutionalism: According to Friedman, Bell and Hill, the quality of work life will be high if the employer is concerned for the rights of individuals. Higher Education employees are facing challenges because of infrastructural and equipment deficiency, time pressure, technological improvements, management pressure and political influence. It is required a structured & independent work environment, unbiased & transparent policy system and more involvement with management & freedom of speech. So it is recommended a separate constitutionalism for higher education in India.

Work and Total Life Space

Higher education is facing explicit competition from national & international institutions and increment in admissions have resulted in pressures on employees. Work life space could be seen as low-level operational issues, but if not taken well can disable the organization. The work life space includes flexible working, job sharing, telecommuting, compressed hours, part-time working hours and benefits, maternity leave and so on to foster workplace performance.

Wei (2005) study suggested that 37.9 percent teachers believe that the workload is too heavy, whereas 84.9 percent have neither the time nor the opportunity to undertake training because of lack of establishment positions and heavy responsibilities at work[22].

Social Relevance of Working Life

The employees of educational institutions are more connected with the society than the other industries employees. They are not only educating &

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nurturing new brains for survival & but also perpetuate the prevailing values of a society. The teaching job is one of most reputed job and teachers are seemed to be a role model for the students. Employees of the educational institutions are persons who shape individual's personality, power to think innovative & creative and make them a good human being. Employees of the education sector are feeling respectful position in the society and this can be enhanced through the involvement of employees in various social welfare activities like literacy program for poor, woman empowerment program, clean and green city programs, awareness programs of blood donation & HIV/AIDS. This will provide more satisfaction to the employees and socially connected as well.

VI. Governmental Role

India's higher education system is the third largest in the world, after China and the United States[23]. The Central Government, States and Union Territories have played an important role in the development of Higher Education System by establishing a large number of fully funded and aided higher educational institutions and by providing adequate policy support. During 1980s, Government of India (GOI) and the State Governments had felt an urgent need for revamping the Higher Education System in the country to make it demand driven, with relevant courses in new and emerging technologies, with adequate infrastructure resources, competent faculty and effective teaching-learning processes[24]. P.L. Joshi Governor of Uttar Pradesh has said that there is need of improving quality of work life of educational employees. The GOI supported the State Governments through two Technician Education Projects financed by the World Bank, which helped to upgrade the system. Government of India and State Government has admitted and taking a step in improving QWL of educational employees through various training and development programs, employees and management participation, union recognition, change management, free communication, grievance handling machinery, etc[24]. New legislations are required for all educational employers to begin a change process in organizations to improve the quality of work life which they provide to their employees.

VII. Conclusion and Suggestions

A new world can be built up by young brains and educational institution employees have a major contribution of nurturing, educating these brains. The educational employees working life and environment play a major role in their life. It has been proved that QWL factors are essential for promoting a strong work culture, a good human resource climate, motivates and encougeses employees to perform his duties and put their maximum effort. This will provide a job satisfaction to employee and growth to an institution. This study provides the following suggestions.

- To create an environment in which educational employees achieve their own set targets for excellence and sustain the same with autonomy and accountability.
- A Collaboration between the industry and institutions to exchange the employees to understand the new requirement of industry, to promote the research work.
- Qualification enhancement programs like workshop and training for teachers and staff in new technologies, standards and processes.
- Employees exchange programs between national and international varsities for understanding of global need, requirement and cultural differences.
- Fair and transparent employee's evaluation cell for understanding the need of employees, rewards and recognition, promotion schemes, grievance redressing and personal counseling mechanisms.
- To establish a Life and Career Advising Centre - a single point of contact for educational employees' counseling on current job, personal and career issues.
- Frequent meeting, dialogues and sharing of information between employees and management for transparency and institutions new plans and projects.

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Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

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(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

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30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

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

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- In spite of position, each table must be titled, numbered one after the other and complete with heading
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Discussion:

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- Recommendations for detailed papers will offer supplementary suggestions.

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- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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