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Renewal of Company Operations

Highlights

Health Problems in Youth

Students' Academic Performance

Discovering Thoughts, Inventing Future

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The use of Balanced Scorecard and the Cognitions of Dialectical Systems Theory as an Opportunity for Innovative Renewal of Company Operations

By Dr. Igor Hustic & Prof. Ddr. Matjaž Mulej
University of Maribor, Slovenija

Abstract - A company wishing to operate successfully and maintain competitive advantage in the changing environment needs to be strategically oriented. That indicates that it has to transform strategy into measurable goals and adjust organizational structure to processes and strategy and not vice versa, perceive strategy as a continuous process, constantly inform all employees on all levels and manage changes with active leadership. The significance of intangible assets as described in this article is undoubtedly increasing. The introduction of a balanced system of indicators into the business practice of the majority of companies generates a possibility for innovative renewal of business processes which can be carried out with the help of cognitions of the Dialectical Systems Theory on systems thinking/behavior. All innovations of non-technical type, particularly innovations of values, culture, ethics and norms, play an important role.

Keywords : *balanced system of indicators, renewal of business processes, innovation, systems thinking /behavior, dialectical systems theory.*

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The use of Balanced Scorecard and the Cognitions of Dialectical Systems Theory as an Opportunity for Innovative Renewal of Company Operations

Dr. Igor Hustic [α] & Prof. Ddr. Matjaž Mulej [σ]

Abstract - A company wishing to operate successfully and maintain competitive advantage in the changing environment needs to be strategically oriented. That indicates that it has to transform strategy into measurable goals and adjust organizational structure to processes and strategy and not vice versa, perceive strategy as a continuous process, constantly inform all employees on all levels and manage changes with active leadership. The significance of intangible assets as described in this article is undoubtedly increasing. The introduction of a balanced system of indicators into the business practice of the majority of companies generates a possibility for innovative renewal of business processes which can be carried out with the help of cognitions of the Dialectical Systems Theory on systems thinking/behavior. All innovations of non-technical type, particularly innovations of values, culture, ethics and norms, play an important role.

Keywords : balanced system of indicators, renewal of business processes, innovation, systems thinking /behavior, dialectical systems theory.

I. Introduction

In the article, we will focus on the renewal of business processes triggered by the introduction of Balanced Scorecard (BSC) as a managerial system/tool into the business practice of companies. Cognitions available in theory and practice will be upgraded with cognitions of the Dialectical Systems Theory (DST) which we believe can help in solving organization–developmental dilemmas companies are facing in today's operations in competitive environment.

The holistic concept of the renewal of business processes with considering the principles of DST in conditions which the majority of companies operate in is an opportunity if not a necessity as DST directs people toward more holism of approach and wholeness of outcomes with the help of creative interdisciplinary cooperation. Taking into consideration the significance of intangible assets indicates a more holistic approach, as it is an essential condition for the existence of each company. The basic challenge of today's management and leadership in companies is how to use intangible and tangible assets in favor of measurable results or how to, finally, increase the value of the unit of ownership capital (value per share or unit of business share). BSC illustrates a strategic managerial system (i.e. an instrument) which is also a communicative tool and a system of measurement at the same time and it largely deals with intangible assets and the use of more holistic approaches in realizing business strategies than companies have been using until now. BSC as a balanced system (i.e. complex entity) of indicators has been through more phases, each being more perfected than the previous one. The first phase was used between 1990–1992 (indicators as an assessment tool or an improved system of measurement), the second phase was in use from 1992–1996 (the development of indicators from top to bottom into a management tool), the third phase has been in use since 1996 (indicators as a strategic communicative tool). The fourth generation of a balanced system of indicators, which is supposed to additionally focus on the internal control of companies' operations, is now in the preparation or completion phase.

The indicated co-use of DST cognitions in the renewal of business processes which are a result of BSC implementation opens a possibility of reflection on a new paradigm of companies' operations in the sense of considering the demands for sustainable development. It is about the connection among economic, social and environmental aspects of operations in an individual company. Management in companies would transform itself into values-oriented sustainable management, which presents the basis for a sustainable development of each company.

II. A Strategically Oriented Company– an Innovative Company

A strategic – innovative company is deemed able to transform strategies into actions, use synergies in operations, understand the defined strategy as everyday work and carry it out as a continuous process. The use of BSC enables all that. Problems in most companies arise at the point when companies using BSC realize they have to renew their predominating habits in order to renew their business processes and

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use a new strategy to preserve their competitive advantage in the market and satisfy the expectations of all involved. Regarding cognitions of DST on the point when we decide to renew business processes is useful from the viewpoint of sustained development of the company. In the past, it applied that a company (with the use of BSC) with new focus, adjustment and learning achieved nonlinear successfulness, which means that the whole was actually a lot bigger than the sum of individual parts (Kaplan, Norton, 2001). The shortcoming of the past was too little wholeness, which was a characteristic of companies, which did not succeed in becoming strategically oriented. Today's innovative companies need management mastering strategies, not only tactics.

III. The Importance of Intangible Assets in Innovative Renewal of Business Processes in a Company

In companies operating in developed market economies tangible fixed assets have not been a subject of economic analyses for a long time, or at least they do not play an important role in connection with company evaluation or feasibility study of individual projects. They play a more important role only with bank calculations of companies' credit standing. Management in innovative companies is aware of the fact that tangible assets (tangible fixed assets) in balance sheets of companies are too often overvalued, as these are specific assets which cannot be entirely used in business processes outside the respective company. This fact causes that the recoverable value (fair value lowered for costs of sale) is substantially lower than net book value in most cases. After the year 1995 there has been a distinctive trend of growth in the significance of intangible assets. The data on the increasing share of intangible assets in the value of companies show bigger and bigger influence of intangible assets. The average share of intangible assets in the value of companies in the year 1982 was 38 %, in 1992 it was already 62% and recently 75 % (Niven, 2006). Intangible assets are fixed assets as they are parts of a company within the basic activity and are assets which are held long-term for the production or provision of products, services, leasing or office needs, but do not exist physically (SRS, 2 Jan. 2006).

The newest research assigns or forecasts only 15 % share in the market estimate of companies' value to tangible assets. When discussing the significance of the Balanced Scorecard as a managerial system of companies, one needs to be aware that until recently only technological innovations played an important role; non-technological innovations which, combined with technological ones, are a motive power of development and an indicator of a company's innovative aptitude are (were) neglected. In its developmental cycle the Balanced Scorecard slightly refers to non-technological innovations as well and also mentions them in the context of intangible assets. This refers to the aspect of learning and growth as well as the viewpoint of internal business processes, which enable a company to possess the infrastructure for achieving ambitious goals. This provides room for BSC.

IV. The Role of BSC in Innovative Renewal of Business Processes in a Company

a) BSC as a Strategic Managerial System

Gaining feedback and control over short-term businesses with the help of mostly financial and less nonfinancial indicators is characteristic of past operations in companies, which today operate as innovative companies in the extent in which they changed their management method, if today we understand the management as a coordination of processes in a company. BSC emphasizes that financial as well as nonfinancial indicators must be a part of an information system for employees on all levels. The goals and indicators of success in BSC originate from the process from top to bottom, which is led by the mission and strategy of a business unit (or wider: a company). BSC changes the mission and strategy into tangible goals and indicators representing balance between external indicators for shareholders and clients and internal indicators of key business processes, innovations, learning, and growth. Balance is also present among indicators of past success and future operations and among objective result-indicators and subjective motive-powers of their successfulness. Innovative companies do not use BSC as a tactical or operative system but as a strategic managerial system (i.e. network of instruments) within which the following processes are carried out (Kaplan, Norton, 2000):

- Explaining and realization of vision and strategy,
- Intervention and connection of strategic goals and indicators,
- Planning, goal setting and adjustment of strategic initiatives,
- More effective obtaining of strategic feedback and improvement of learning processes.

b) Noticed Shortcomings Until Now

In the period from the beginning of the BSC use in business practice at the start of the 1990's until today shortcomings in the BSC use as a strategic managerial system have been noticed. These shortcomings also came across the dilemma of connectivity of BSC as a managerial system with sustainable development of a company.

Fundamental starting points, which basically need to be focused on, are ethics of interdependence, forming a suitable culture of a company, and the use of systems thinking (Mulej et al., 2012). The present

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business practice introduces the Balanced Scorecard into companies' operations too one-sidedly; therefore, the law of entropy stands out too many times, as interdependence is not taken into consideration enough. The problems companies face when introducing the Balanced Scorecard into their business practice in transitional countries is not found in literature yet. Empirical data are not yet available. In the USA, there have already been suggestions for completion and changes of indicators and criteria based on perceived shortcomings. These are (Brown, 2007):

i. Many criteria are obsolete;
ii. No criterion measures ethics;
iii. There is still a problem in adjusting goals, strategies and criteria;
iv. Criteria are still not arranged to lower managerial levels;
v. Bonuses for the employees are still not connected with nonfinancial criteria;
vi. A lot of goals are still defined freely;
vii. Criteria measuring client satisfaction are still largely basic and need upgrading;
viii. Criteria for evaluating human capital are not accounted for enough or are completely disregarded;
ix. The use of pictogram is still intended for review only;
x. The Balanced Scorecard never includes some of the external factors which could largely influence the company's success.
xi. Shorty, criteria are no holistic enough, hence application of DST might solve this problem.

V. The Possibility of using DTS Cognitions in Innovative Renewal of Business Processes in a Company

a) *Basic cognitions of the Dialectical Systems Theory (DST)*

In contrast to the General Systems Theory, which draws its starting points from nature, DST results from the human being's work process and the role of the human being in reality. Unlike the general systems theory DST represents its upgrade and criticism at the same time. It is about an attack on one-sidedness of viewpoints about solving (in our case) business problems in favor of holism. We get wholeness if we comprise systemics, systematics, dialectics, materialism at the same time (Mulej, 1996). Therefore, as Mulej pointed out, DST presents a way of thinking which tries to attain proportional wholeness with the use of a system of all essential and only essential viewpoints of object under consideration. In a word, modern treatment of modern complexity asks for combining specialization and systems thinking and operations into a capability that is trans-disciplinary in order to exceed the borders of individual sciences and bad connectivity of sciences in order to practice creative cooperation in terms of requisite holism.

In entrepreneurial business practice the Dialectical Systems thinking/behavior means that leaders and other influential people may not allow for the prevalence of a traditional way of thinking if a company is to master modern conditions. Thus, the following may not happen (Mulej, 2000):

- Co-workers, equipment, raw material are not complementary enough by their difference,
- Equipment, raw material, knowledge and values of people are not updated enough,
- Co-workers and organizational units are isolated from one another instead of cooperating creatively as much as possible and needed,
- Anyone demands that only one person is always right instead of being always prepared to listen to others, mostly to those who are specialized in different fields, have different opinions and suggestions,
- Anybody turns down new ideas too quickly instead of allowing them to be developed gradually and offering possible and required help,
- Anyone claims that nature is something else than people; therefore, it is not necessary to perceive mankind as an important part of nature and natural environment as an important part of human life, a source of raw material and a dumping ground.

Within the innovative renewal of business processes DST offers a general methodological basis of work with which we attempt to consider all essential and only essential characteristics of the discussed phenomena, including its environment and their changing (the same applies to interconnections). The structure of DST is the following (Mulej, 2000):

- Three elements: two systems of guidelines (for subjective starting points which can be influenced and play an extremely important role, (1) to define objectives, (2) to realize objectives) and the methodology for modeling creative cooperation and
- Three relations between them: the law of hierarchy of succession and interdependence, the law of entropy, the law of requisite holism.

Consideration based on the cognitions of DST can be particularly useful within the process of innovation inside the viewpoint of internal business processes, where it is basically about defining the client's needs and later satisfaction thereof. Quality definition of clients' needs and innovative offer of products and services in the market with which one outruns competitors presents the basis for suitable organization of internal business processes including operative processes. It refers to searching »voids« and opportunities by using the general methodological basis of work. The process of innovation presents the basis of company's competitive advantage.

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Table 1 : One can create at least 40 types of innovations

Inventions and (potential) innovations – 3 criteria	Results of inventions, potential innovations, innovations		Official duty to create inventions, potential innovations, innovations	
Content of inventions, suggestions, potential innovations, innovations	1. Radical	2. Small	1. Duty	2. No duty
1. Business program	1.1.	1.2.	1.3.	1.4.
2. Technical-technological	2.1.	2.2.	2.3.	2.4.
3. Organizational	3.1.	3.2.	3.3.	3.4.
4. Management style	4.1.	4.2.	4.3.	4.4.
5. Methods of management, work and cooperation	5.1.	5.2.	5.3.	5.4.
6. Market operations style	6.1.	6.2.	6.3.	6.4.
7. Management procedure	7.1.	7.2.	7.3.	7.4
8. Values, culture, ethics and norms	8.1.	8.2.	8.3.	8.4.
9. Our habits	9.1.	9.2.	9.3.	9.4.
10. Habits of others	10.1.	10.2.	10.3.	10.4.

b) Innovation of Values, Culture, Ethics and Norms in a Company

There is a lot of literature on 'knowledge management', but the fact that the use of knowledge depends on its user's values remains overlooked. For example: if one has learned to shoot, it does not depend on the skill/knowledge weather one will shoot at a person or a paper target. Values of an influential person attract others and expand into culture, i.e. common values of the entire group, for example, political parties, professional societies, circles of friends, and similar. When a culture prevails in wider circles of people it becomes ethics, i.e. a system (i.e. complex network) of prevailing society values, e.g. democratic, Hitler-style, Stalin-style, Christian, Islamic and the like. When ethics prevail, prevailing norms arise and, therefore, regulate the conduct of individuals wishing to be acceptable in their social environment (In more detail in: Mulej, Ženko, 2002).

Values, culture, ethics and norms can be progressively oriented, that is in the way that enables people to use their knowledge and other skills to promote good quality of life by means of supporting and carrying out invention-innovation-diffusion processes. They can also be oriented reactionary, meaning that they obstruct invention-innovation-diffusion processes in order to preserve old relationships which they probably benefit from.

In the modern global market, which nobody can hide from anymore, innovations are indispensable that do not apply only to knowledge and resulting products and procedures, but also and mostly to values, culture, ethics and norms on which it depends for which purposes people use their knowledge.

At this point, it is useful to use the seven principles with which the European Union built systems behavior into practice by the use of ISO 26000 on social responsibility (EU, 2011; ISO, 2010; Mulej idr, 2012a; Mulej, 2012b). Here principles are summarized in short; they are fully available in ISO (2010), and translated in Slovenian in (Mulej idr. 2012a).

i. *(Official) Responsibility = Accountability*

The principle is: an organization is supposed to be officially responsible for its influence on the society, economy and natural environment. It says that an organization is supposed to accept suitable rules and the responsibility to follow them.

Official responsibility addresses the responsibility of leaders to react when an organization wants to control them and the responsibility of an organization to react to legal authorities when laws and regulations are concerned.

Official responsibility for general influence of decisions and actions for society and natural environment also means that an organization must react differently to those it influences with its decisions and actions and to society in general, regarding the nature of its influence and circumstances.

ii. *Transparency*

The principle is: an organization is supposed to ensure transparency of its decisions and actions which influence society and natural environment. An organization is supposed to reveal in a clear, exact and complete way and on a sensible and sufficient level the policy, decisions and actions which it is responsible for, including its known and fairly probable influences on society and natural environment. This information is supposed to be available at all times, directly accessible and understandable for those who were or could be under an important influence of the organization. It is supposed to be timely and in accordance with facts as well as presented in a clear and objective way in order to enable the stakeholders to exactly estimate the influence of decisions and actions of an organization on their interests.

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iii. *Ethical Practices*

The principle is: an organization is supposed to act ethically.

The practices of an organization are supposed to be based on values of trust, fairness and integrity. These values indicate care for people, animals and natural environment as well as a wow that it addresses the influences of its actions and decisions on interests of the stakeholders.

iv. *Respecting the Interests of Stakeholders*

The principle is: an organization is supposed to respect and take into consideration the interests of stakeholders and react to them.

Although goals of an organization may be limited to interest of its owners, members, clients or founders, other individuals or groups may as well have rights, demands or special interests which are supposed to be considered. Collectively such individuals or groups form stakeholders.

v. *Respecting International Norms of Conduct*

The principle is: an organization is supposed to respect international norms of conduct and at the same time comply with the principle that it respects the rule of law.

When the law or its application does not ensure proper safeguard for natural environment and society, an organization should attempt to respect, as a minimum, international norms of conduct.

In countries where law or its application is in conflict with international norms of conduct an organization should attempt to respect such norms in the widest extent possible.

vi. *Respecting Human Rights*

The principle is: an organization is supposed to respect human rights and recognize them as important and universal.

The use of such principles is essential because the global market is being misused by the most influential. For better understanding let us summarize only three such misuses because of which the innovation of values, culture, ethics and norms toward more dialectically-systemic or – in other words – socially responsible behavior is essential for the existence of modern mankind.

a. Monopolization Instead of Free Market

By studying 30 million commercial organizations Vitali, Glattfelder in Battiston (2011) discovered the reality of network of the most influential companies, where all threads originate from ownership in transnational companies. Answer: the most influential 'players' have ten times more power/command/control as could be expected according to their wealth. 737 supreme holders of command accumulate 80 % of control over the value of all transnational companies. Among these 737 most influential groups are 49 mutual funds. The authors estimate that 40 % of control over transnational companies is handled by only 147 companies. Thus the stakeholders in these core companies as well as these 147 companies hold actual power in the global network of companies.

b. Indebtedness of Developed Countries

Stojan (2012) indicates the levels of gross national debt of some European countries in percentage of GDP (source: OECD Economic Outlook, December 2011): it is higher than ever, often much beyond 100%. The total amount of national debts in the world is equal to the entire annual world GDP (Stanovnik, 2012). If the debts are to be covered, there is nothing left for daily life or investments. In 2011, the USA postponed the problem of national bankruptcy by the Senate raising the level of officially allowed indebtedness (this issue is tabled in 2013 too). There is no clear and useful concept for the recovery of the USA's economy: domestic demand is weak, the demand elsewhere also does not increase, but the debts do (Kenda, 2012, Roach, 2012, Roubini, 2010, 2012).

c. Bank Imperialism and Tax Evasion

By the help of leading world banks the world elite of super-wealthy people is hiding unbelievable 21 thousand billion dollars (perhaps even 32 thousand billion) in tax oases – the amount of GDP of Japan and the USA combined (Plešnar, 2012). These are some emphases from the report on the research by James Henry, former leading economist in the consulting firm McKinsey, published by the British newspaper The Observer. The money was invested in tax oases by around 10 million individuals from all over the world; however, some 10 trillion are in the hands of only 92,000 people or only 0,001% of the world population. If these super-wealthy people paid taxes on their 21 trillion dollars in bank oases, the entire Africa could recover and problems of Euro area could be solved. Ten leading private banks are managing 4,000 billion of such investments or almost three times more than five years before. Four biggest British banks have 1,200 branches in tax oases.

Renewal of values, culture, ethics and norms and support to it with renewal of business processes is needed. BSC can support it.

VI. The Definition of Business Processes and their Renewal

a) The Definition of Business Processes

The basic division of business processes is focused on key, support, and management processes. All are important in company's operations, particularly management processes, which monitor and direct the key and support processes.

In domestic and foreign literature we found more definitions of business processes:

- Hammer (2002, 27) defines a business process as an organized group of connected activities working

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together to create a result which represents value for the client.

- A business process is a sum of logically linked implementing and monitoring procedures which result in a planned product or service. The efficiency of the process can be defined and measured with the results of resource consumption, which are used to transform input into output quantities (Kovačič, 2002, 26).
- The process defines the flow and transformation of material, information, operations and decisions. Business processes involve coherent, successively structured above-functional activities with a very clearly distinctive start and end and with input and output (Kovač 1998, 209).
- A business process includes procedures, steps, technology and people who are required for carrying out an important part of operations inside a company. Usually a process intersects numerous organizational borders inside a production unit and demands the adjustment beyond these borders (Harrison, 1995, 67).
- A business process is a collection of activities, which requires one or more kinds of input and creates a result or effect, which means value for the buyer (Hammer in Champy 1993: 35).
- Davenport and Short (1990, 11–27) say that a business process is a collection of logically linked tasks which are carried out aimed at reaching a business result. They add that the process includes two important characteristics. The first one is that the process includes a buyer, the second that the business process exceeds the organizational borders and it is in general independent of any formal organizational structure.
- Pursuing company's activities is regarded as its business process. The latter is a precondition for the realization of the ultimate goal of a company, which is gaining profit. A company performs its economic task in the society with proportionately continuous repetition of a certain combination of work procedures, which is the essence of its business process called the process of reproduction in a company. In the production company the latter includes three phases: purchase of all business elements, production, and sales. In market economy one cannot carry out all three phases of the business process, if these partial processes are not continuously supplied with financial resources. Therefore, the integral part of the reproduction process in a company is also the process of financing (Pučko and Rozman 1992, 30). Humans and their satisfaction should not be forgotten about either (Šarotar, Žižek, 2012).
- Turk (1987, 198) says that a business process is a whole of interconnected partial processes, which ensure the planned effects and a whole of tasks which are connected with ensuring efficiency and successfulness of these processes.

Regardless of which definition we find relevant, business processes undoubtedly flow through organizational structures and are many times invisible. When the company's management tries to renew the business operations in an innovative way, it faces all processes in the company (invisible ones included), which leads to the renewal of business processes in whole.

b) Dimensions of Business Process Renewal

There are reasons for each business process renewal. Many authors (for example Hammer and Champy, Kaplan and Norton, Child, Mchugh, Grover and Malhotra) defined different reasons of companies' managements for the business processes renewal, which is supposed to be as innovative as possible. In our view, Manganelli and Klein summed up findings best; they define three reasons for the renewal of business processes as follows (Manganelli, Klein, 1994):

- Management's concerns because of the downturn of profit, market share and similar,
- Fear of aggressive competition or changing of the market,
- Ambitiousness of the management that wants to increase the market share, enter new markets and alike.

The most often mentioned definition of the renewal of business processes is (Hammer and Champy, 1993): the renewal of business processes is a basis for a fresh consideration of business processes and their thorough remodeling with the purpose of achieving great improvements of key indicators of efficiency such as costs, product and service quality and speed.

Successful companies operate in a way that all their business processes can follow changes in business environment, which the company depends on. In order to be able to systematically start the renewal of business processes, different models of renewal have been developed. The advantages of business process modeling are (Davis, 2001):

- The intention-orientation and exactness,
- The united and consistent records,
- The integration of processes, systems, organizations, information and data,
- The enabling of checking and analyzing of connections,
- The help in assessment and testing,
- The basis for renewal of processes.

There are three difficulty levels of business process renewal (Regan, 1995):

- The business process improvement,
- The business process reengineering and

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- The business process architecture (setting up new processes).

i. *The Business Process Improvement*

Based on the results of the analysis of operations and benchmarking, the management team portrays characteristics of the company's business processes and then decides which ones to improve. The choosing of the type of the process activity follows. They differ according to complexity of change, size, and needs for financial and human resources.

The improvement of operations processes is a set of activities, which is very limited in extent and it includes only a part of the process inside the chosen organizational unit. Here we define the starting and final points of the process, adjust the business plan and annual goals. The result of such project, which lasts approximately six months are improved operations, meanwhile, the mission of the department, organizational borders and structure do not change.

However, the level of process improvement hides traps. One of the main traps refers to the connections with other organizational parts. Local optimization may cause work duplication and, therefore, prolong the time for production and increase costs in another department if, for example, management eliminates shortcomings in one department only.

ii. *The Business Process Reengineering*

When the company's management is more demanding or it is not satisfied with short-term improvements, it chooses a more extensive group of process activities – reengineering. These projects are much more extensive, as starting and final points of the process are in other organizational units. Different departments cooperate in the project; they can cooperate partially or fully. The goal of this level of renewal complexity is to gain improvement, whose results will be evident not earlier than in three or four next years. The results of a successfully carried out reengineering as methods of innovation will enable better operations in the next medium-term period.

Typical reengineering in a company consists of two phases. The first phase includes identifying problems, data collection and the preparation of a process diagram (diagnostic review of the process) and it lasts approximately six months. In the second phase, the implementation of the suggested changes follows, which asks for a few additional months of work. The changes in the finished project are evident in the renewal of organizational borders; the present method of work and work instructions change and the employees' competences increase, which leads to decrease of at least one level of management. The mission of the organization, however, does not change. The employees have to learn a new way of working, which means that the role of middle management in reengineering is very much changed. What is the greatest obstacle for reengineering to succeed? According to Keen (1997), it is the tradition. Reengineering is directed beyond the borders of individual departments into the entire company. That means that managers are supposed to comprehend the business completely, i.e. requisitely holistically.

The comment of the article's authors: not only managers, but also their co-workers are supposed to comprehend the business. According to experience, there are most problems with middle managers: their position usually changes the most, according to their estimations for worse. Their co-authorial cooperation would prevent their feeling that the novelty is being imposed on them and the dislike caused by the imposition, foremost, the imposition of novelties, which overthrow the known habits. Among the before mentioned types of innovations, innovations of management style, organization, methods of co-operation, values and habits need essential attention (Mulej, Ženko, 2008).

An important key to success is visual picturing of the process. An integral part of projects is a process diagram, which illustrates obstacles as well as opportunities for improvement. A properly prepared diagram of activities and information flow will enable better understanding of problems, which will reflect in greater readiness to introduce changes. It is properly drawn-up when colleagues who the diagram applies to participate in its preparation and an advisor only methodologically helps. When preparing such a diagram, very useful methods are Mulej's USOMID, de Bono's Six Thinking Hats, Lateral Thinking and the like. (Mulej, ed., 2012). Three decades of practical experience illustrate that fact. We will return to this.

Reengineering is thus directed into achieving medium-term goals which are based on fierce market demands and increased pressure of the competition.

iii. *The New Business Process Architecture*

An integral part of the existing architecture of business processes in an individual company is its organizational structure. Organizational structure of a company is determined by different influential factors. This structure is determined by company' basic activities, on one hand, and on the other hand, by company's life cycle (Becker, Kugeler, Rosemann, 2003, 95).

The method of new architecture is the most comprehensive level of business renewal as it means focusing on the entire business rather than on individual departments or critical processes only. The project starts with a thorough analysis of market conditions, a review of a company's strategy and operations in whole, and appointing the renewal team. Additional information is gained by research and new technologies as well as by comparing with competitors inside and outside the branch (benchmarking). Information technology is crucial in this method; it will partially substitute

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employees and eliminate procedures carried out manually before. The finished project will have a new organizational process structure with different technical demands. Here, the process architecture will be an important tool.

In the first phase, it is important to inform the management early, as its support and cooperation is essential for the project success. In the second phase, the restructuring of the employees follows, as there are considerable personnel inconsistencies. Thus, one needs an education and retraining program as well as an employment plan for new employees with entirely different knowledge and skills.

For successful usage of this method it is worth considering experience with the use of Mulej's and de Bono's methods; when renewing administrative work, methods of Ben Graham 'Paper Work Simplification', which have been used in the world for last six decades continuously, should be considered.

They can be well used also when the organization is introducing and improving the use of BSC.

VII. A Possible Innovative Renewal of Business Processes in a Company

When introducing BSC into the business practice, it is of essential significance to know the company (business policies in all extensiveness, company's life cycle, organizational structure, business processes, and human resources), as only in this way we are able to qualitatively introduce and later efficiently use BSC as a strategic managerial system or tool. Introducing internal indicators connected with internal business processes (definition of client needs, innovation process, operative process, process of after-sales service, meeting client needs), in broader sense, refers to the quality of a business process and a process of learning and growth (human resources, information resources, organizational resources). Dilemmas often arise in users of BSC or management; dilemmas about the suitability of individual business processes and consequently dilemmas about the suitability of an existent organizational structure. It refers to the opportunity connected with the renewal of business processes; however, the needs of a company operating in changeable business conditions must be foremost fulfilled by all employees from the viewpoint of their characteristics. Everything that is connected with human resources is included in the viewpoint of learning and growth; only a requisitely holistic approach in defining this viewpoint, by using DST principles, can enable defining real strategic goals and indicators whose reaching will essentially support the reaching of all strategic goals and indicators defined in the viewpoint of internal business processes. Based on the defined goals and requisitely holistically defined indicators describing a part of enterprise strategy tied to internal business processes we can decide whether an innovative renewal of business processes needs to be carried out and about the choice of the dimension of renewal regarding the characteristics of a company and environment where the company is active.

An analysis of the present given situation of knowledge, values, culture, ethics and norms, which are a given practice in a company, can contribute. This situation can be analyzed from the viewpoint of conformity of the given practice with the guidelines of DST and principles of social responsibility from ISO 26000. This can show us which characteristics of people we have to change. In the process of renewing these it is useful to use the method known as the Six Thinking Hats (De Bono, 2005). With this method we can find ideas how to renew these. In the next step, with methods from DST – USOMID we can put forward in practice the developed and chosen ideas without imposing them.

More procedures of cooperation are possible; the below summarized is very promising as it promises a lot of wholeness instead of one-sidedness which leads into oversights and they lead into failures; the combination of USOMID and Six Thinking Hats enables the use of creativity for innovation (Mulej in Mulej, 2006; Table 2). People in groups think under each hat separately.

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Cooperation – steps Work – phases	Individual writing of reflections of all members of the team at the same time	Circling of created notes for additional individual writing of reflections of all members of the team at the same time – adding ideas to the already stated ones in order to strengthen the wholeness of cognitions	Discussion intended for rounding up the written cognitions	Records of jointly passed decisions which are later the basis for transition to the next step
S = selection of the problem for the research	All 6 hats	All 6 hats	All 6 hats	All 6 hats
R = record data describring the selected problem	All 6 hats (blue only that there is no variance in the procedure, in particular white)	All 6 hats (blue only that there is no variance in the procedure, in particular white)	All 6 hats (blue only that there is no variance in the procedure, in particular white)	All 6 hats (blue only that there is no variance in the procedure, in particular white)
E = evaluation of gathered data on the selected problem	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)
D = decision on which among variants shown by the evaluation to implement in practice	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)	All 6 hats (blue only that there is no variance in the procedure)
I = generation (and if possible, practical implementation as well) of the chosen solution in order to change the old situation	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)
M = maintenance (practical application of the chosen solution as permanent); transition to a new cycle	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)	All 6 hats with the restriction to the preparation of the realization (blue only that there is no variance in the procedure)

Table 2 : Combination of USOMID and Six Thinking Hats

Essence of Each of the Six Thinking Hats

- White = neutral, objective, facts without interpretation, like a computer;
- Red = feelings, emotions, intuition, irrationality, unproved feelings, no justification;
- Black = watching out, caution, pessimism, search for danger, doubt, critique; it all works well against mistakes and weak points of proposals;
- Yellow = optimism, search for advantages of proposals, search for implementation ways, sensitivity for benefit of the idea, constructive approach;
- Green = energy, novelty, creation, innovation, in order to be able to overcome all obstacles;
- Blue = organization, mastering, control over procedure, thinking about thinking.

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VIII. Conclusion

Business use of BSC as a strategic managerial system while simultaneously considering DST principles shows the complexity of business processes and their actual needs. One needs their innovative renewal in accordance with the needs of the environment where the company operates and for ensuring competitive capability of the company in long-term. The started innovative renewal of company's business processes can also lead to the change of the company's organizational structure. It is important to pay attention that such renewal is not in collision with the company's business policy (vision, mission, purpose and basic goals) defined by the company's top management and owners. The reasons for unsuccessful renewals of business processes are in people or management in companies and in their perception of holism and wholeness. Today, the concern for restoring sustainable development which would enable companies to attain not only competitiveness but survival in long-term period is becoming more and more important. BSC connects, in cause and effect way, financial and nonfinancial indicators and thus enables (while using DST cognitions) the connection between economic, environmental and social viewpoints of operations. There could originate a sustainable balanced system of indicators which could be a tool for value oriented sustainable management.

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The Case Study of India's Human Resources with Respect to Business and Managerial Manpower

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Abstract - The present paper aims at analyzing the position and placement of various management and business degree holders who are postgraduate from different management institutes running in the different parts the India under the affiliation of the Indian universities and open universities. Among management and business degree holders the trend in their placement is constantly declining in Indian universities as compared to Indian open university universities with respect to ratio of their admissions taken by the students. Notwithstanding a strong human resource base of the Indian labour market manifesting in a highly skilled reserve of business and management manpower. The live records of placement agencies present a dismal figure about the absorption of this precious managerial and trained human resources of our country, as reflected in the increasing number of job seekers .But one thing it has to be noticed that business and management personnel with postgraduate qualification.

Keywords : *placement agencies, management, quail-fication, manpower and universities.*

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The Case Study of India's Human Resources with Respect to Business and Managerial Manpower

Dr. Abhimanyu Kumar [α] & Anshu Taunk [σ]

Abstract - The present paper aims at analyzing the position and placement of various management and business degree holders who are postgraduate from different management institutes running in the different parts the India under the affiliation of the Indian universities and open universities. Among management and business degree holders the trend in their placement is constantly declining in Indian universities as compared to Indian open university universities with respect to ratio of their admissions taken by the students. Notwithstanding a strong human resource base of the Indian labour market manifesting in a highly skilled reserve of business and management manpower. The live records of placement agencies present a dismal figure about the absorption of this precious managerial and trained human resources of our country, as reflected in the increasing number of job seekers .But one thing it has to be noticed that business and management personnel with postgraduate qualification.

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I. Introduction

Recent theories of development suggest that for developing countries to catch up with the affluent industrialized countries, emphasis has to shift from merely industrialization and diversification "to an emphasis on building up managerial capacity, entrepreneurial skills and human capital in general". Quoting with the examples developed countries like Germany and Japan caught up with other developed European and OECD (Organization for Economic Co-operation and Development) countries, as also the contemporary example of South -East Asian countries, which fortified their economic base with stronger managerial capabilities especially in human capital. Their strong economic structures and accumulated human capital alone enabled them to revive from the crises of Second World War with surprising speed (Raffer and Singer, 2001). Right since independence, the Indian planners contemplated to silhouette India's strategy of attaining economic and commercially technical self reliance, with the grooming home grown commercial and technical manpower. That is why; the Nehruvian model of development envisaged an outright thrust on the erection of a well knit chain of IIM's to harness the vast potential of human skill and technical power of the Indian work force, by chiseling and honing their knowledge and skills in these 'temples of learning'. Although the accumulation of physical capital is important in the process of economic growth of a country, but as a matter of fact, the growth of tangible capital stock itself depends extensively on the rate of human capital formation. In the absence of adequate absorption of human capital, even the utilization of physical capital will be impaired, leading to stunted development. Absorption and placement of appropriate form of human capital formations implies and development of abilities and skills among the productive workforce of a country. The human capital formation is described as "the process of acquiring and increasing the number of persons who have the skills, educational and experience, which are critical for the economic and political development of the country. Human capital formations are thus associated with investment in man and his development as a creative and productive resource" (Harbison, 1992). In order to transform the liability of huge size of population into assets, adoptions of different measures of human capital formation is essential. For that the country is taking the help of different technical and non-technical universities situated in different parts of the country to impart technical education in business, management and commercial fields, with the aim of developing critical skill.

Increasing number of job seekers, especially in areas concerning business and management technology, manifest gross squandering of highly skill and technical human resource. It betrays a moronic mismatch between manpower generation and its absorption in country's productive and non-productive sector.

a) The Objectives are as Follows

i. To study the number of student belonging to various faculties taking admission in the post graduate programme of business management in various institutes of Indian universities and open universities.

ii. To study the number of students getting passed out after completing the post graduate programme of business management in various institutes of Indian universities and open universities.

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business management in various institutes of Indian universities and open universities.

II. Methodology

a) Area Under Study

With a geographical area 53,485 Km2, spread across 13 districts, is unique in its topography and large rural population which is 75%of total. The study was conducted in the year 2012 of Uttarakhand.

i. *Design Study*

The study was conducted in state of Uttarakhand. The data was collected from the educated respondents of Uttarakhand who were readers and viewers of newspapers, television, magazines and internet etc. The residents of these parties were expected to have high literacy rate, its residents are expected to be ideal respondents for deep study of this type. A study of 325, respondents were taken from these for state of Uttarakhand, which was selected on the basis of purposive sampling. Purposive sampling is justified for exploratory study. When the choice of the individual teems of a sample entirely depends on the discretion of the investigation it is called a purposive sampling .In this type, the members constituting the sample are chosen not according to some definite scientific procedure but according to convince and personal choice of the individuals who selected the sample.

ii. *Population Under Study*

From total 325 respondents were selected on the basis of purposive sampling. After identifying the respondents the information was obtained from it.

iii. *Sampling and Sample Size*

A total number of 325 audiences were selected using purposive sampling procedure.

III. Methods of Data Collection

Data will be collected with the help of specific research tools (1) observation, (2) interview (3) interview schedule (4) records (5) secondary information would be collected from the T.V., newspaper, magazine and internet.

a) The Analysis and Interpretation of Data

Table 1 : Number of students admitted in M.B.A Course of universities belonging to different faculties

Universities of India	Number of seats	2008-09					2009-2010					2010-2011				
		B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
University of Allahabad	46	7(15.2)	8(17.3)	9(19.5)	10(21.7)	12(26.3)	6(13.1)	9(19.5)	11(30.9)	12(26.2)	8(17.3)	9(19.5)	8(17.3)	12(26.3)	13(28.3)	4(8.6)
C.C.S. Uni. Meerut	60	14(23.4)	12(20)	10(16.6)	16(26.6)	8(13.4)	9(15)	14(23.4)	17(28.2)	8(13.4)	12(20)	7(11.6)	13(21.7)	4(6.6)	6(10.0)	30(50)
B.R.A .Uni., Agra	60	13(21.7)	9(15)	15(25)	11(18.3)	12(20)	11(18.3)	8(13.4)	18(30)	00(00)	23(38.3)	00(00)	15(25)	13(21.7)	10(16.6)	22(36.6)

Note : Number in Parentheses=%;B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

Table 2 : Number of students admitted in the M.B.A course of Open University belonging to different faculties

Open Universities of India	Number of seats	2008-09					2009-2010					2010-2011				
		B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
Rajshri Tandon Open University	180	35(19.4)	37(20.5)	31(17.3)	49(27.3)	28(15.5)	31(17.3)	29(16.1)	40(22.2)	33(18.3)	47(26.1)	34(18.4)	37(20.5)	43(23.4)	37(20.5)	33(18.9)
Bhuj Open University	120	20(16.6)	26(21.6)	31(25.8)	29(24.4)	14(11.6)	16(16.6)	21(17.5)	24(23.5)	32(26.6)	19(15.8)	22(18.5)	31(25.5)	40(33.6)	08(6.6)	19(15.5
Indra Gandhi Open University	120	25(20.8)	21(17.5)	23(19.2)	18(15)	33(27.5)	29(24.1)	30(25)	16(13.3)	34(28.3)	11(9.3)	15(12.4)	23(19.1)	28(23.1)	34(28.8)	20(16.6)

Note : Number in Parentheses=%;B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

Table 3 : Number of students completed M.B.A course

Universities of India	2008-09					2009-2010					2010-2011				
	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
University of Allahabad	3	3	5	7	6	2	4	7	5	4	4	3	5	6	1
C.C.S. Uni. Meerut	9	5	4	8	4	4	7	9	3	4	3	5	2	2	17
B.R.A .Uni., Agra	5	4	6	6	5	6	3	7	00	15	00	8	6	4	11

Note : B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

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Table 4 : Number of students completed M.B.A course from Open Universities belonging to different faculties Open Universities of India

Open Universities of India	2008-09					2009-2010					2010-2011				
	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
Rajshri Tandon Open University	27	22	25	37	29	23	18	33	26	39	21	25	29	34	26
Bhuj Open University	15	19	24	21	7	9	11	18	23	21	12	14	21	31	3
Indra Gandhi Open University	16	11	13	10	8	25	26	8	22	20	9	11	10	22	13

Note : B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

Table 5 : Number of students getting placement after completing M.B.A course from Universities belonging to different faculties

University of India	2008-09					2009-2010					2010-2011				
	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
University of Allahabad	2	0	3	7	4	2	4	4	5	3	2	1	4	5	0
C.C.S. Uni. Meerut	5	1	1	3	0	2	3	5	1	2	0	1	1	1	6
B.R.A .Uni., Agra	2	2	4	6	3	3	1	4	0	8	0	3	4	2	4

Note : B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

Table 6 : Number of students getting placement after completing M.B.A course from Open Universities belonging to different faculties

Open University of India	2008-09					2009-2010					2010-2011				
	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5	B_1	B_2	B_3	B_4	B_5
Rajshri Tandon Open University	17	14	18	20	12	13	8	23	18	25	9	7	12	24	12
Bhuj Open University	10	8	14	17	3	7	5	12	17	14	6	5	12	26	1
Indra Gandhi Open University	10	5	9	8	4	14	13	5	18	14	7	5	8	15	7

Note : B1= Bachelor of Science; B2= Bachelor of Arts; B3= Bachelor of Commerce; ; B4= Bachelor of Business Administration; ; B5= Bachelor of other streams(courses).

IV. Result /Conclusion

The different parts of the India under the affiliation of the Indian universities and open universities. Among management and business degree holders the trend in their placement is constantly escalating in Indian universities as compared to Indian Open universities with respect to ratio of their admissions taken by the students.

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Teachers' Attitude, use of Self-Made Video Compact Disc and Calabar Municipality Students' Academic Performance in Social Studies, Cross River State, Nigeria

By Ekpo-Eloma, E. O, Arikpo, A. & Effiom, V. N.
University of Calabar, Calabar

Abstract - This study examined the attitude of teachers towards the use of self-made video compact disc and its effect on JS II students' academic performance in social studies in Calabar Municipality. Teachers' Utilization of Video Compact Disc Questionnaire (TUVCDQ) and Social Studies Performance Test (SSPT) were administered to 12 teachers and 600 JSS II students respectively from 12 schools purposively sampled for the study. Data obtained were analyzed using independent t-test at 0.05 level of significance. Result of the study showed that teachers' attitude towards the use of self made video compact disc significantly influenced students performance in social studies. Students whose teachers exhibited positive attitude towards the use of locally fabricated instructional materials out-performed their coun-terparts whose teachers had negative attitude. It was therefore recommended, among other things, that teachers should develop more positive attitude towards the use of self-made instructional materials (video compact disc) to enrich the teaching and learning of social studies in secondary schools in view of its usefulness to societal growth and stability.

GJMBR-B Classification : *JEL Code: J59*

TEACHERSATTITUDEUSEOFSELF-MADEVIDEOCOMPACTDISCANDCALABARMUNICIPALITYSTUDENTSACADEMICPERFORMANCEINSOCIALSTUDIESCROSSRIVERSTATENIGERIA

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Teachers' Attitude, use of Self-Made Video Compact Disc and Calabar Municipality Students' Academic Performance in Social Studies, Cross River State, Nigeria

Ekpo-Eloma, E. O [α], Arikpo, A. [σ] & Effiom, V. N. [ρ]

Abstract - This study examined the attitude of teachers towards the use of self-made video compact disc and its effect on JS II students' academic performance in social studies in Calabar Municipality. Teachers' Utilization of Video Compact Disc Questionnaire (TUVCDQ) and Social Studies Performance Test (SSPT) were administered to 12 teachers and 600 JSS II students respectively from 12 schools purposively sampled for the study. Data obtained were analyzed using independent t-test at 0.05 level of significance. Result of the study showed that teachers' attitude towards the use of self made video compact disc significantly influenced students performance in social studies. Students whose teachers exhibited positive attitude towards the use of locally fabricated instructional materials out-performed their counterparts whose teachers had negative attitude. It was therefore recommended, among other things, that teachers should develop more positive attitude towards the use of self-made instructional materials (video compact disc) to enrich the teaching and learning of social studies in secondary schools in view of its usefulness to societal growth and stability.

I. Introduction

The development and progress of any country is a function of the standard of education and the quality of its products. But, it is not often realized that it is the teacher who holds the keys to the quality and quantity of education of any society. According to Adeyanju (2005), teachers constitute a significant variable in the teaching-learning process and effectiveness of schools. Quality teaching depends on their academic standing and more importantly their attitudinal disposition towards instruction and use of relevant instructional materials. It is in recognition of this fact that the Federal Republic of Nigeria (2004) stated trenchantly that teacher education will continue to be given a major emphasis in all our educational planning because no educational system can rise above the quality of its teachers.

Teaching and learning are gradually becoming scientific and more systematic with less emphasis placed on them as arts. The approach to teaching, therefore, must allow for factual and measurable evidence which can be achieved through systematic activities and resource utilization of instructional materials.

The National Policy document on Education also emphasizes the need to adequately utilize teaching-learning materials and equipment in the instructional process. Unfortunately, the economic status of Nigeria makes it difficult to procure these materials for use at the various levels of education. The need to improvise various forms of instructional materials for use during lessons becomes imperative. Teacher-made instructional materials, therefore, remain an important means of lesson enrichment. In the absence of imported instructional materials for social studies instruction in secondary schools, teacher-made video compact discs can be seen as good channels of information transmission in the classroom setting.

Teachers must take decisions on the type of instructional materials (locally-made or imported) they wish to use in a particular social studies lesson. Thus, teachers' attitude towards the use of self-made video compact disc constitutes a significant variable in the instructional process and students' performance. According to Okoro (2002) attitudinal factors have great influence on learning and students' achievement.

Undoubtedly, attitude consists of beliefs, feelings, interest, likeness, anxiety, perception and motivation. Attitude is said to be the energizer of human behaviour. This explains why the attitude of teachers towards the subjects they teach like social studies and the instructional materials they use influence the subjects offered, their students' attitude and consequently their performances.

Some teachers exhibit a negative attitude towards the use of locally made instructional materials for various reasons. To this category of teachers, the use of self-made materials is burdensome, time consuming and that such materials are of poor quality. While those that perceive their use positively prefer them to the imported ones because they are relatively cheaper, often up-to-date in content readily available, customized according to specification to meet the objective(s) of the lesson as well as involve both

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teachers and learners in realistic problem solving activities (Ekpo-Eloma, 2010).

This paper takes a critical look at the attitude of teachers towards the use of teacher-made video compact disc and students' performance in JS II social studies.

a) Statement of the Problem

To make teaching and learning more effective, teachers need to make the best of consultation on how to design and utilize media resources in achieving educational goals. This is because of the paucity of instructional materials in most schools coupled with the fact that some of the materials available are either obsolete or very limited in supply. Thus teachers tend to rely more on traditional textbooks for the teaching of social studies which has only helped to churn out memory tools, instead of more humane, vibrant, community spirited and patriotic students. The issue now is can teachers attitude towards the use of locally made video compact disc influence students' performance in social studies.

b) Purpose of the Study

The purpose of this study is to examine the difference in performance between social studies students whose teachers have positive and negative attitude toward the use of teacher-made video compact disc.

c) Research Question

What is the difference in performance between social studies students whose teachers have positive attitude and those whose teachers have negative attitude towards the use of locally made video compact disc.

d) Research Hypothesis

There is no significant difference in academic performance between social studies students whose teachers have positive attitude and those whose teachers have negative attitude towards the use of locally made video compact disc.

e) Research Design

The study used descriptive survey to establish information on (1) teachers' attitude and (2) students' performance in social studies using locally made video compact disc.

f) Sample and Sampling Technique

Out of a total population of 3,798 JS II social studies students and 62 social studies teacher from 26 public secondary schools in Calabar Municipality in Cross River State, 612 subjects (12 teachers and 600 students) drawn from 12 schools using the purposive sampling techniques constituted the sample for the study.

g) Instrumentation

The two instruments used for the study were: (1) Teachers' Utilization Of Locally-Made Video Compact Disc Questionnaire (TULVCDQ) and (2) A 20 item Social Studies Performance Test for Students (SSPTS). Apart A of the questionnaire was devoted to teachers' demographic information, while part B consisted of six items on a four point Likert-scale eliciting information on teachers' attitude towards the use of self-made video compact disc. The social studies students' performance test consisted of 20 multiple-choice questions with three (3) detractors and one correct option. The test was used to determine the academic performance of students in social studies.

h) Validity of the Instruments

The questionnaire and 20 item social studies performance test for students (SSPTS) were given out to three experts in test construction/questionnaire design in the Department of Educational Foundations, Guidance and Counseling of the University of Calabar. Their comments and modifications on these instruments accounted for the face and content validity of the instrument.

i) Reliability of the Instruments

These instruments were trial tested on six teachers and 30 JSS II students not included in the study. The test re-test reliability estimate was employed to obtain a reliability coefficient of 0.78 considered high and adequate for the study.

j) Description of Locally-Made Video Compact Disc

The teacher made Video Compact Disc contains a programmed teaching module on moral obligations and citizenship education in social studies designed in such a way that learners can either learn through the guidance of a teacher or operate it and learn privately at will.

The video clips consisted of imaginary students in a classroom setting listening to the programmed teaching; adults and parents guiding their children to go to school; convicted criminals and delinquent juveniles in remand homes, prison inmates undergoing torture and hard labour, bad prison conditions, honest confession of condemned armed robbers and an interaction session between the teacher and students focusing on the frightening video clips on the scenes above.

k) Administration of Instruments

With the consent of the Principals whose schools were used for the study, the researcher administered the questionnaire on the selected teachers, while the teachers in turn administered the social studies performance test on the students. A return rate of 100% was recorded for both the questionnaire and the test instruments.

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II. Method of Data Analysis

The teachers' questionnaire from each school was matched against the students' test for each school. Implying that every 50 students per school used for the study were used to assess their social studies' teacher. All data obtained from the questionnaire and performance test were coded and collated for analysis using independent t-test analysis at 0.05 level of significance with 610 degrees of freedom.

III. Results and Discussion

a) Hypothesis

There is no significant difference in performance between social studies students whose teachers have positive attitude and those whose teachers have negative attitude towards the use of locally-made video compact disc.

To test the hypothesis, respondents' scores were grouped into two: those whose teachers have positive attitude on one side and others whose teachers have negative attitude on the other side. The two pairs of scores where then compared using independent t-test as shown in the table below.

Table showing independence t-test analysis of the difference in performance of students whose teachers have positive and negative attitude towards the use of locally-made Video Compact Disc.

Variables	n	$\overline{X}$	SD	t
Students whose teachers have positive attitude towards the use VCD	213	67.83	5.64	26.41*
Students whose teachers have negative attitude toward use of VCD	387	54.89	5.92	

*Significant at .05 level, df = 610; critical t = 1.97

Result of analysis above shows that the calculated t-value of 26.41 was greater than the critical t-value of 1.99 at 0.05 level of significance with 610 degree of freedom. This implies that there is a significant difference in academic performance between students whose teachers have positive and negative attitude towards the use of locally-made video compact disc with the former performing significantly better than those whose teachers have negative attitude. The null hypothesis was therefore rejected.

The findings of this study are in line with Okoro's (2002) assertion that attitudinal factors have great influence on learning, and that teachers with no interest in teaching and development of instructional materials can hardly put in their best on the job. Murkherja (1981) maintains that the attitudes of teachers are more often than not, a satisfactory predictor of students' performance in schools. The findings of this study further confirm the views of Abiodun and Segun (1992) that teachers with a more resourceful disposition towards the use of self-made instructional materials affect students' academic performance favourably. The result of this study further agrees with the opinion of Inyang-Abia (2004) that teachers believe that the use of self-made instructional materials can arrest the attention and interest of students and enlist their participation in the teaching-learning process.

IV. Conclusion and Recommendations

The teacher is about the closest point of human contact with the student. Thus, they remain a critical component of the teaching-learning process. Teacher's attitude towards the use of improvise materials promote effective learning as well as aid students' academic performance, and possibly, improvement.

It is, therefore, recommended that teachers should be encouraged through special grants to assist them fabricate their own instructional materials using local resources and initiatives. They should as well be encouraged to attend workshops, conferences and exhibitions regularly to enable them develop the skills of active design, development and use of teacher-made instructional materials.

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Addiction of Sms & Leading to Health Problems in Youth

By Anie Mirza, Amir Razi, Muhammad Usman Sikander, Usman Bin Shams, Qazi Rehmat Ullah, Fatima Suhail & Muntazir Mehdi
The University of Lahore (UOL)

Abstract - In a time where instant gratification is just simply considered as a norm, cellphone is just an item that teen cannot go out without it is becoming a major problem in today's generation. At this age in which we need to read good books, in which we need to write proper letters on actual paper, at this time youngsters are getting into sending and receiving sms. The youth is not just social but it's becoming anti-social than ever before. They just prefer to text each other but not bother to interact face to face due to cheap sms packages that just cost them a rupee in their way. Text messaging has become preferred mode of communication for majority of youngsters. Widespread availability of cheap unlimited text message plans has made the service as preferred mode of communication for youngsters and its excessive use is leading to health problems among them. Aim of our research is to check the addiction of SMS in youth which leads to the health problems. We distributed the questionnaires among the students of the universities. We analyzed our data with the help of SPSS program. The results of the research indicate that perceived usefulness and information on the addiction of sms and causes health problem in youth. Everyone should take some steps to control these problems in order to live a healthy life style.

Keywords : *awareness, addiction, sms, health pro-blems, youth.*

GJMBR-B Classification : *JEL Code: J13*



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Addiction of Sms & Leading to Health Problems in Youth

Anie Mirza [α], Amir Razi [σ], Muhammad Usman Sikander [ρ], Usman Bin Shams [ω], Qazi Rehmat Ullah [¥], Fatima Suhail [§] & Muntazir Mehdi [χ]

Abstract - In a time where instant gratification is just simply considered as a norm, cellphone is just an item that teen cannot go out without it is becoming a major problem in today's generation. At this age in which we need to read good books, in which we need to write proper letters on actual paper, at this time youngsters are getting into sending and receiving sms. The youth is not just social but it's becoming anti-social than ever before. They just prefer to text each other but not bother to interact face to face due to cheap sms packages that just cost them a rupee in their way. Text messaging has become preferred mode of communication for majority of youngsters. Widespread availability of cheap unlimited text message plans has made the service as preferred mode of communication for youngsters and its excessive use is leading to health problems among them. Aim of our research is to check the addiction of SMS in youth which leads to the health problems. We distributed the questionnaires among the students of the universities. We analyzed our data with the help of SPSS program. The results of the research indicate that perceived usefulness and information on the addiction of sms and causes health problem in youth. Everyone should take some steps to control these problems in order to live a healthy life style.

Keywords : awareness, addiction, sms, health problems, youth.

I. Introduction

Short Message Service (SMS) is a text messaging service component of phone, web, or mobile communication systems that allow the exchange of short messages between mobile phone and fixed line devices. SMS is also employed in direct marketing, known as SMS marketing. But now sending and receiving sms is becoming an addiction more than a need, it's becoming a fashion more than a necessity that seems to eat up people's time and attention.

Addiction of everything is bad and the issue we raised is that this bad addiction of sms leading to people to a move that they just not only getting sickness but also bad health hazards effects on their health. Wide spread availability of cheap unlimited text message plans has made the service as preferred mode of communication for youngsters and its excessive use is leading to health problems among them. It's like that daily sms has exceeded the rest of the forms of daily interaction among youngsters as they don't bother face to face conversations ,voice calling etc. as much of their time is just wasted on sending and receiving of sms. Excessive texting is just leading to health hazards effects for youngsters like isonomia, depression, lack of eating, isolation etc. Due to be awakened up till late at night and waiting for a single text next to a person's pillow has affecting individual's work and progress

These night packages have made people lazy. As they don't enjoy sound sleep at night and of course they have to do a lot of work at day as well so it is making them both physically and mentally sick. In 2010, 6.1 trillion SMS text messages were sent. This translates into 193000 SMS per second. SMS has become a massive commercial industry, earning $114.6 billion globally in 2010. The global average price for an SMS message is $0.11, while mobile networks charge each other interconnect fees of at least $0.04 when connecting between different phone networks.

a) Objectives

i. To check how much youth is addicted to Sms in today's world
ii. To check why continuous Sms package has affected human health
iii. To check due to low cost Sms packages that's why people are more addicted to texting

b) Literature Review

Ramazan Hassanzadeh and Abbas Rezaei (2011). According to him messages provides a convenient way of interaction to people. In modern age we call this utmost desire of people is the so called "TEXT MESSAGE DEPENDENCY". He said that is sms is really an addiction or just we consider it in a negative way. [1]

Diana James, Judy Drennan, (2005). He claimed that the term "addiction "is traditionally reserved for clinical literature. Instead, of this the two other terms "Excessive "and "Compulsive" are used to show the extreme involvement of a person for a thing, whereas the term "addiction" is used to describe the most Severe manifestation of problematic consumption, as in the case of sms addiction people are getting and becoming indulge to it and don't even bother about their health so it's an alarming situation for youth according to him. [2]

Atefeh Beydokhti (2012). According to him text message dependency just leads to health hazards effects on human health as in depression, social anxiety.

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Text messaging or instant messaging is on the rise among young people because of its cheap sms bundles packages, people are no longer bother about their health that they just suffer harm. SMS addiction has symptoms such as poor human relationship, loneliness, low self-esteem, negative attitudes toward others etc. [3]

Nargess Nasr Isfahani (2013) According to him addiction of sms is a serious problem and there is no chance of improvement in this because people are just getting involve to it without not even bothering to their health. He said that over use of these mobile phones even disturbs individual's life and even their moods. All of these problems extend depression back ground in person. On the other hand, depression and over-usage of mobile, both are unhealthy life methods. [4]

II. Research Methodology

It is well identified fact that the most important step in research process is to define the problem. Choose for investigation because a problem well defined is half solved. That was the reason that at maximum care was taken while defining several limitations of the problem. After giving through brain storming session, objectives were selected and the set on the base of these objectives. A questionnaire was designed major emphasis of which was gathering new ideas or insight so as to determine and bind out solution to the problems.

a) Data Source

Research included gathering Primary data. Primary data is the first hand data, which are selected a fresh and thus happen to be original in character.

b) Research Approach

The research approach was used survey method which is a widely used method for data collection and best suited for descriptive type of research survey includes research instrument like questionnaire which can be structured and unstructured. Target population is well identified and various methods like personal interviews and telephone interviews are employed.

c) Sampling Unit

It gives the target population that will be sampled. This research was carried in Lahore; these were 200 respondents which include males and females with age ranging from 15 to 20 years& 21 to 25 years.

d) Research Instrument

Questionnaires or surveys - For gathering primary research data, surveys are the most commonly used of the instruments. Although the survey instrument is flexible and relatively inexpensive, it requires careful attention during development. All surveys were piloted tested, at least to some degree, before they are released and administered to sample. Developing. Our research was qualitative and convenience sampling, we gather the data according to our convenience .Mostly we distributed the questionnaires to our university premises.

Table 1

Question	Age 15-20										Age 21-25									
	Strongly disagree		Disagree		neutral		Agree		Strongly agree		Strongly disagree		disagree		Neutral		Agree		Strongly agree	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	Frq	%
Do you use Sms mostly in your mobile phone?	1	1	2	2.8	3	4.2	7	9.9	58	82	3	2	9	7	10	7.8	25	19.4	82	64
Is Sms Necessity for you nowadays?	0	0	2	2.8	14	20	36	51	19	27	0	0	3	2.3	15	12	67	51.9	44	34
Continuous texting is Causing Serious Health Infections?	0	0	0	0	29	41	37	52	5	7	12	9	0	0	70	54	37	28.7	10	7.8
You adopted Sms packages due to its cheap rates?	0	0	0	0	1	1.4	16	23	54	76	0	0	0	0	12	9.3	47	36	70	54
Texting while driving cause accidents?	0	0	0	0	1	1.4	26	37	44	62	0	0	0	0	3	2.3	34	26.4	92	71
Without mobile phone do you feel comfortable to go out?	0	0	27	38	3	4.2	40	56	1	1.4	0	0	46	36	1	0.8	68	52.7	14	11
Youth use Sms more than calls?	0	0	6	8.5	2	2.8	28	39	35	49	0	0	16	12	9	7	51	39.5	53	41
Sms is a fashion nowadays for youth?	0	0	9	13	8	11	22	31	32	45	0	0	9	7	7	5.4	63	48.8	50	39
Does fake messages are disadvantage of texting?	2	3	3	4.2	29	41	30	42	7	9.9	6	5	4	3.1	52	40	65	50.4	2	1.6
Sms's are instant messages?	0	0	0	0	18	25	25	35	28	39	0	0	0	0	31	24	64	49.6	34	26

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e) Findings

From age 15-20, 58% people strongly agreed that they use sms mostly in mobile phone whereas from 21-25 ages, 82% people strongly agreed that they use sms mostly in mobile.

From age 15-20, 36% people agree that sms is necessity for them now a days whereas from age 21-25, 67% people are agreed on this statement that sms become necessity for them now a days.

From age 15-20, 37% people are agreeing that continuous texting leading to health infections whereas from age 21-25, 70% people are neutral that either continuous sms leading to health problem or it may not.

From age 15-20, 54% people are strongly agreed that they adopt sms packages due to its cheap rates whereas from age 21-25, 70% people are strongly agree that that adopted sms packages due to its cheap rates.

From age 15-20, 44% people are strongly agreeing that texting while driving cause accidents whereas from age 21-25, 92% people are strongly agreed on this statement that texting while driving cause accidents.

From age 15-20, 40% people are agreeing that they feel comfortable to go out without mobile phone whereas from age 21-25, 68% people are agreed that they feel comfortable to go out without mobile phone.

From age 15-20 ,35% people are strongly agree that youth use sms more than calls whereas from age 21-25 ,53% people are strongly agree that youth use sms more than calls.

From age 15-20, 32% people strongly agree that sms become a fashion now days for youth whereas from age 21-25, 63% people agree that sms is a fashion for youth now a day.

From age 15-20, 29% people are neutral regarding that fake messages are the disadvantages of sms whereas from age 21-25, 65% people are agreed about that fake messages are disadvantages of sms.

From age 15-20, 28% people are strongly agreed that sms are instant messages whereas from age 21-25, 64% people are agreed about that sms are instant messages.

Table 2 : There is no association between addiction of sms in youth and age

Questions	Chi-Square	P-Value	Remarks
Do you use Sms mostly in your mobile phone?	7.253	.123	Insignificant
Is Sms Necessity for you nowadays?	2.910	.406	Insignificant
Without mobile phone do you feel comfortable to go out?	8.354	.039	Insignificant
Youth use Sms more than calls?	2.793	.425	Insignificant

Under the effects of sms on youth , in results there is no association between age and addiction of sms in youth, which means that value is greater than 0.05.

Table 3 : There is no association between why continuous Sms package has affected human health and leading them to health problems

Questions	Chi-Square	P-Value	Remarks
You adopted Sms packages due to its cheap rates?	10.707	.005	Significant
Sms is a fashion nowadays for youth?	7.615	.055	Insignificant
Does fake messages are disadvantage of texting?	8.217	.084	Insignificant
Sms are instant messages?	4.694	.096	Insignificant

In the case of providing cheap sms packages to attract the attention of youth and leading them to health problems ,there is no association between sms packages and its effect on youth in bad form of ad health issues The table shows that chi square and P-value of the cases is mostly showing the result that is greater than 0.05.

Table 4 : There is no association between low cost Sms packages and youth addiction towards it

Questions	Chi-Square	P-Value	Remarks
Continuous texting Causes Serious Health Infections?	15.096	.002	Significant
Texting while driving cause accidents?	2.389	.303	insignificant

In the case to take steps to reduce cheap sms rates and because of that its bad health hazards effects on youth ,the results of the table shows that chi-square and p-value of the cases are greater than 0.05.

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III. Conclusion

Findings suggest that majority of the mobile users are addicted to sms because of its cheap sms packages rates and they take sms as a fashion. Findings of the study also suggest that situational factors can be associated with addictive. Mobile phone consumption and may lead to negative consequences. From the results obtained through the survey, it is evident that mobile phone use among 15-20 age students is very high (94%) and because of this people leading to health problems because of continuous reply to the sender. In view of the attested addictive effects of text messaging (Nokia, 2002), caution must be exercised in encouraging students in its use. If not checked, students are likely to get so used to it that they may no longer realize the need for Standard English constructions even in writings that are supposed to be formal. Similarly, very few respondents agreed to have addictive behaviors such as being lost out of the real world while being with their cell phone; using cell phone very where without considering the decorum of that place, avoiding keep their cell on silent or vibration mode due to fear of missing the incoming alerts of calls/text; considering lengthy conversations and using cell phone while driving is okay; responding to all calls/text irrespective of the Identity of next person and majority of respondents say they do not use their cell phone when it is inconvenient for them.

IV. Recommendation

a) Mobiles usage while driving vehicle should be kept against law
b) There should be sensible pricing for sms packages that would allow people to send or receive only important messages
c) Youth should focus on studies rather than texting.
d) Less use of mobile phone which would prevent us from health problems
e) Try to divert youth mind in another work like reading, listening music
f) Indulge youth in other healthy activities rather than giving them low cost sms packages

V. Limitations

Limitations are factors that may influence your research outcomes if you do not control or limit them from the beginning of your research. In our case Factors were such the size and type of our samples, which was targeting the youth therefore we were limited to youngster. The time limit was also defined but we tried our best to complete our research, the amount of budget allocated for the study was also contributed by group members, the background of the respondents. The research has several limitations that affect the reliability and validity of the findings. We were limited mainly by the time factor; choosing to complete the research in one academic course fostered us to limit the number of the distributed surveys. Time was not the only limitation, but reaching the targeted sample and convincing them to respond to the surveys as soon as possible was another major problem that had a critical reason in delaying the project progress.

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Content

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	A-B	**C-D**	**E-F**
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Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
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References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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