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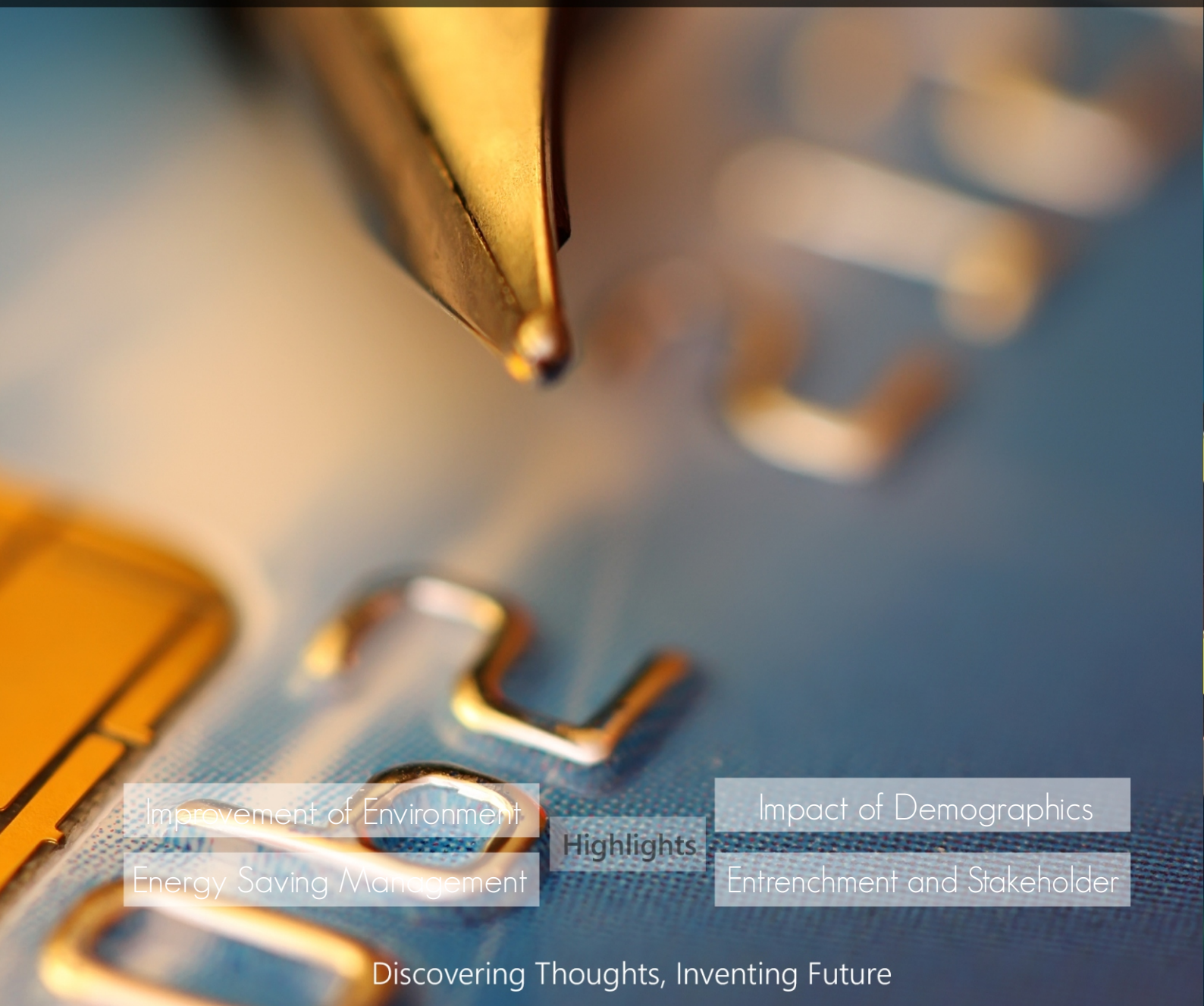

Improvement of Environment
Energy Saving Management

Highlights

Impact of Demographics
Entrenchment and Stakeholder

Discovering Thoughts, Inventing Future

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New Approach for Assessing and Improvement of Environmental Management and Strategies in Agri-Business

By Hrabrin Bachev
Institute of Agricultural Economics, Bulgaria

Abstract - We suggest a new framework for assessing and improvement of environmental management and strategies in agri-business incorporating interdisciplinary New Institutional Economics. It includes: specification of "managerial needs" and spectrum of governance modes of eco-management at different level of decision-making; specification of critical socio-economic, natural, technological, behavioral etc. factors of managerial choice, and feasible spectrum of (private, collective, public, international) managerial strategies; assessment of efficiency of diverse management strategies taking into account the potential to protect eco-rights and investments, assure desirable level of environmental conservation and improvement, minimize overall (implementing, thirdparty, transaction etc.) costs, coordinate and stimulate eco-activities, meet preferences and reconcile conflicts of individuals etc.

Keywords : *"environmental and natural resources; governance; strategies; institutions, market, private, public modes; agri-business".*

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New Approach for Assessing and Improvement of Environmental Management and Strategies in Agri-Business

Hrabrin Bachev

Abstract - We suggest a new framework for assessing and improvement of environmental management and strategies in agri-business incorporating interdisciplinary New Institutional Economics. It includes: specification of "managerial needs" and spectrum of governance modes of eco-management at different level of decision-making; specification of critical socio-economic, natural, technological, behavioral etc. factors of managerial choice, and feasible spectrum of (private, collective, public, international) managerial strategies; assessment of efficiency of diverse management strategies taking into account the potential to protect eco-rights and investments, assure desirable level of environmental conservation and improvement, minimize overall (implementing, third-party, transaction etc.) costs, coordinate and stimulate eco-activities, meet preferences and reconcile conflicts of individuals etc.

Keywords : "environmental and natural resources; governance; strategies; institutions, market, private, public modes; agri-business".

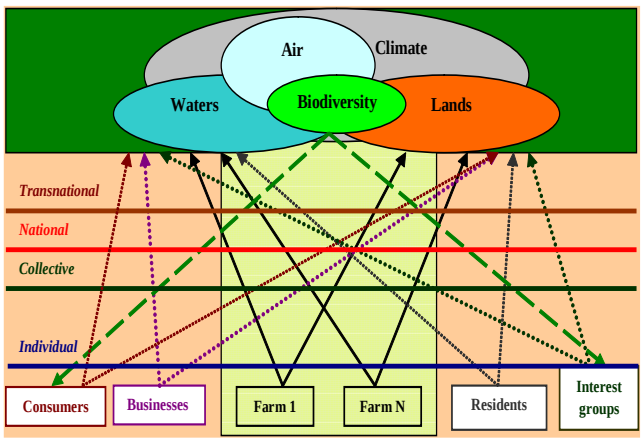
I. Introduction

Modern agribusiness significantly affects the state and risks of natural environment being a major factor of environmental degradation and conservation. Most studies in the area focus on specific aspect of eco-management; form of governance, type of organization, management level, location; pure and formal forms. Uni-sectoral and uni-disciplinary analyses dominate; "normative" rather than a comparative institutional approach is employed; and significant transaction costs not taken into account. This paper suggests a holistic framework for assessing and improvement of environmental management and strategies in agri-business. First, it defines eco-management and specify managerial needs and forms of governance. Second, it identifies critical socio-economic, natural, technological, behavioral etc. factors of managerial choice. Third, it assesses comparative efficiency of alternative modes and strategies. Forth, it specifies stages for analysis and improvement of agro-eco-management identifying needs and forms for effective public intervention.

II. Agro-Eco-Management Modes and Strategies

Agro-eco-management means management of environment preservation and improvement activities of individual agents associated with agri-food production. Conservation of natural environment and its individual components (air, waters, lands, biodiversity, climate, ecosystem services) requires an effective social order (governance). It (is to) is to induce appropriate behavior and coordinated actions at group, regional, national, and transnational levels of diverse (agrarian, non-agrarian) agents (Figure 1).

Figure 1 : Structures of environmental management in agri-business



Individual agrarian agents (owners or resources, entrepreneurs, labor) may have quite diverse strategies in terms of natural resources conservation. According to their ideologies and environmental ethics, awareness of eco-risks, managerial and technical ability, some individual agents may have direct natural resources conservation goals. Accordingly these green individuals will pursue natural resources conservation strategy in everyday life and activity. Besides, there have been developed a great number of farms and agri-business enterprises with a primary or a major mission environmental conservation and improvement.

Nevertheless, most agrarian structures in modern world have other goals pursuing other strategies – e.g. agri-firms are profit-oriented with a primary strategy to maximize profits for shareholders, cooperatives are member-oriented and carry strategy to increase benefits for members etc. However, there have been increasing consumer demands for environmental conservation, and for related organic eco- and specific products from. Consequently, many market oriented farms change their

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behavior in order to meet this growing market demand while keeping traditional (profit-making) strategy.

Finally, in modern societies there are a great number of formal and informal norms and restrictions related to exploitation of natural resources. For instance, in EU there is a huge body of environmental legislation and various environmental conservation programs. These institutional rules impose individual agents and farming structures mandatory norms and/or offer incentive to join voluntary schemes aiming at limiting eco-pressure, securing sustainable exploitation of natural resources etc. This new public order modifies individual strategies and behavior and eventually leads toward conservation of natural resources.

Thus achieving the effective natural resources conservation in agri-business will always be result of implementing of multiple voluntary or induced by market, community, public policies etc. individuals, farms, businesses, consumers, and public strategies.

In certain cases, agro-eco-management is entirely archived through individual actions of autonomous agents (within the "Sector Agriculture". For instance, a good care and sustainable use of privately owned agricultural lands and water sources are typical in a family farm since they are integral part of the strategy for sustainable development of that family enterprise. Similarly, many group farms have a primary goal for sustainable development or are set up as a green farms. Even when the individual strategies of farm's components (e.g. hired labor, family/group member) do not coincide with the overall farm strategy, the effective management (internal order) is able to achieve the goals for sustainable growth.

However, the effective eco-management often necessitates concerted (collective) actions and eco-strategies of a number of farms as it is in the case of sustainable use of a common pasture and limited water supply, protection of local biodiversity, effective provision of agro-ecosystem services etc. Furthermore, modern farming activity is often profit-oriented and frequently associated with significant positive and/or negative externalities. Implementation of individual strategies of different farmers not always leads to overall conservation of natural resources. That requires a "common" strategy and managing relations (cooperation, reconciling conflicts, recovery of costs) between different farms, and increasingly between farmers and non-farmers. In all these instances, environmental management goes beyond simple (technical, agronomic, ecological) "relations with nature" and embraces the governance of relations and collective actions of agents with diverse interests, power positions, awareness, capabilities etc. in large geo-graphical, sectoral, and temporal scales (Bachev, 2010).

What is more, modern environmental management is associated with growing needs for "additional" actions (monitoring, coordination, inve-stments etc.) and integral management of natural resources and eco-risks at national and progressively at transnational scale. The later include water and garbage management, biodiversity conservation, climate change etc. issues demanding effective regional, nationwide, international, and global governance. Thus effective conservation of natural resources will be achieved by coordinated collective actions and implementation of multisectoral and multilevel strategies of individual, family, partnership, private juridical, public juridical, state etc. agents with diverse immediate goals, positions, capability and interests.

Individuals behavior (actions, restriction of actions) are affected and governed by a number of distinct modes and mechanisms of management which include: First, institutional environment ("rules of the game") - that is the distribution of rights between individuals, groups, and generations, and the system(s) of enforcement of these rights and rules (Furuboth and Richter; North). A part of the rights and rules are constituted by formal laws, regulations, standards, court decisions etc. In addition, there are important informal rules and rights determined by tradition, culture, religion, ideology, ethical and moral norms. Enforcement of rights and rules is done by state, community pressure, trust, reputation, private modes, and self-enforcement. Institutions and institutional modernization create dissimilar incentives, restrictions and costs for maintaining and improving environment, intensifying eco-exchange and cooperation, increasing eco-productivity, inducing private and collective eco-initiatives, developing new eco- and related rights, decreasing eco-divergence between social groups and regions, responding to ecological and other challenges etc.

The institutional "development" is initiated by the public (state, community) authority, international actions (agreements, assistance, pressure), and the private and collective actions of individuals. It is associated with the modernization and/or redistribution of the existing rights; and the evolution of new rights and the emergence of novel (private, public, hybrid) institutions for their enforcement. In modern society a great deal of individuals' activities and relations are regulated and sanctioned by some (general, specific) formal and informal institutions. However, there is no perfect system of preset outside rules that can manage effectively the entire eco-activity of individuals in all possible circumstances of their life and relations associated with natural environment.

Second, market modes ("invisible hand of market") – various decentralized initiatives governed by free market price movements and market competition – (spotlight exchanges, classical contracts, production and trade of organic products and origins etc.). Individual agents use (adapt to) markets profiting from the specialization and mutually beneficial exchange (trade) while their voluntary decentralized actions govern

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the overall distribution of efforts and resources between activities, sectors, regions, eco-systems, countries etc. Nevertheless, there are many instances of lack of individual incentives, choices and/or unwanted exchanges related to conservation of natural environment (missing markets, monopoly and power relations, positive or negative externalities). Consequently, free market "fails" to manage effectively the entire eco-activity, exchanges, and investments of individuals.

Third, private modes ("private or collective order") – diverse private initiatives and special contractual and organizational arrangements (voluntary eco-actions, codes of eco-behavior, eco-contracts, eco-cooperatives etc.). Individual agents take advantage of economic, market, institutional etc. opportunities and deal with institutional and market deficiency by selecting/designing mutually beneficial private modes for governing their behavior, relations and exchanges. Private mode negotiates own rules or accepts (imposes) existing private or collective order, transfers existing rights or gives new rights to counterpart(s), and safeguards absolute and/or contracted rights. In modern society a great part of agrarian activity is managed by voluntary initiatives, private negotiations, "visible hand of the manager", or collective decision-making. Nevertheless, there are many examples of private sector deficiency in governing of socially desirable activity such as environmental preservation, eco-system services etc.

Forth, public modes ("public order") – various forms of public (community, government, international) intervention in market and private sectors (guidance, regulation, taxation, assistance, funding, provision, property right modernization). Role of public (local, national, transnational) governance has been increasing along with intensification of activity and exchange, and growing interdependence of socio-economic and eco-activities. In many cases, effective management of individual behavior and/or organization of certain activity through market mechanism and/or private negotiation would take a long period of time, be very costly, could not reach a socially desirable scale, or be impossible. Thus a centralized public intervention could achieve willing state faster, cheaper or more efficiently. Nonetheless, there are a great number of bad public involvements (inaction, wrong intervention, over-regulation) leading to significant problems of sustainable development around the globe.

Efficiency of individual management modes is quite different since they have unlike potential to: provide adequate eco-information, induce eco-friendly behavior, reconcile eco-conflicts and coordinate eco-actions of different parties, impact environmental sustainability and mitigate eco-risks, and minimize the overall environment management (conservation, third-party, transaction) costs, for agents with different preferences and capability, and in the specific (socio-economic, natural) conditions of each eco-system, community, industry, region, and country. "Governance matters" and depending on the (efficiency of) system of management "put in place" individual communities and societies achieve quite dissimilar results in eco-conservation and improvement. Consequently, the extend of conservation of natural resources in agri-business (type of exploitation of natural resources and impact on environment) would differ quite substantially in different stages of development and among diverse agrarian structures, eco-systems, regions, and countries.

III. Needs and Factors of Eco-Management and Strategies in Agri-Business

According to (awareness, symmetry, strength, harmonization costs of) interests of agents associated with natural resources there are different needs for management of actions. For instance, a specific farm often is to be involved in several systems of governance in order to assure an effective supply of services from ecosystems of which it belongs or affects (Bachev, 2010).

Most environmental activity and exchange in agri-business could be managed through a great variety of alternative forms. For instance, supply of eco-preservation service could be governed as: voluntary activity of a farmer; though private contracts of the farmer with interested/affected agents; interlinked contract between the farmer and supplier/ processor; though cooperation/collective action with other farmers and stakeholders; though (free)market or assisted by a third-party (certifying and controlling agent) trade with special (eco, protected origins, fair-trade) products; though a public contract specifying farmer's obligations and compensation; though a public order (regulation, taxation, quota for use of resources/emissions); within a hierarchical public agency or by a hybrid form.

Commonly natural and institutional environment evolve very slowly over a long-term periods. In the specific natural, socio-economic and institutional environment, the choice of management mode would depend on a number of key factors (Figure 2):

- personal characteristics of individual agents – preferences, believes, ideology, knowledge, capability, training, managerial experience, risk-aversion, bounded rationality, tendency for opportunism, reputation, trust, power etc.

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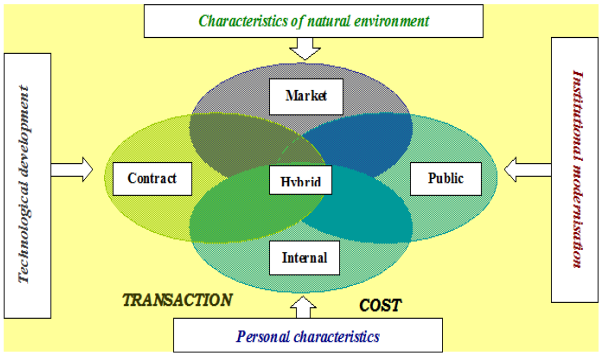
Figure 2 : Factors for managerial and strategy choices for agro-eco-management



Formal and informal institutions - often the choice of management mode is (pre)determined by institutional restrictions as some forms for carrying out agrarian, environmental etc. activities could be socially unacceptable or illegal. Furthermore, institutional environment considerably affects the level of management costs and thus the choice of one or another form of organization. For instance, in conditions of well-working public system of regulations (quality standards, guarantees) and laws and contract enforcement, a preference is given to spotlight and classical (standard) contracts. On the other hand, when rights on major agrarian and natural resources are not defined or not well defined, and absolute and contracted right effectively enforced, then high transaction costs could create difficulties (block) effective eco-management - costly unsolvable disputes between polluting and affected agents, disregards of interests of certain groups or generations etc.

- natural and technological factors - eco-management strongly depends on the type of eco-challenge (spatial and temporal scale, risks) and natural recourses endowment as well as on development of farming, environmental, monitoring, information etc. technologies.

IV. Efficiency of Agro-Eco-Management and Strategies

The problem of "social costs" does not exist in conditions of zero transaction costs and well defined private property rights (Coase). Then the stahe of maximum efficiency is always achieved independent of initial distribution of rights between individuals and mode of governance. All information for the effective potential of activity and exchange would be costlessly available to everybody. Individuals would costlessly coordinate activities; define, adapt and implement strategies, define new rights, and protect rights, and trade resources in mutual benefit with the same (equal) efficiency over free market (adapting to price movements), and private modes of different types (contracts, firms), and collective decision making (cooperative, association), and in a nationwide hierarchy (a single private or state company). Then ecological requirements for sustainability and technological opportunities for economies of scale and scope (maximum environmental conservation/enhancement and productivity of resources, "internalization of externalities") and maximum welfare (consumption, conservation of natural resources) would be easily/-costlestly achieved.

However, when transaction costs are significant, then costless contracting, exchange and protection of individual right is impossible. Therefore, initial distribution of property rights between individuals and groups, and their good definition and enforcement are critical for overall efficiency and sustainability. For instance, if "right for clean and conserved natural environment" is not well-defined, that creates big difficulties for efficient eco-management – costly disputes between polluting and affected agents; not respecting interests of certain groups or generations etc. What is more, in conditions of well-defined rights, eco-management is usually associated with significant transaction costs. For example, agents have costs for identification and protection of various rights (unwanted take overs from others); studying out and complying with diverse institutional restrictions (norms, standards, rules); collecting needed technological, environmental etc. Information; finding best partners and prices; negotiating conditions of exchange; contract writing and registration; enforcing negotiated terms through monitoring, controlling, measuring and safeguarding; disputing through a court system or another way; adjusting or termination along with evolving conditions of production and exchange etc.

Therefore, in the real world with not completely defined and/or enforced rights, and positive transaction costs, the mode of agro-eco-governance is crucial and eventually (pre)determine the extent of degradation, conservation and improvement of natural resources (Bachev 2010). That is because different modes have unequal efficiency (benefits, costs) for governing the same eco-activity in the specific socio-economic and natural environment. Moreover, often high transaction costs deteriorate and even block organization of otherwise efficient (mutually-beneficial) for all participants eco-activity and exchange.

The effective modes for agro-eco-management optimize the total (transaction and conservation costs) for agrarian activity – minimizing transaction costs and allowing (otherwise mutual beneficial) eco-exchange to be carried out in a socially desirable scale, and allowing achievement of minimum/optimum environmental requirement and/or exploration of pure technological economies of scale and scope of farm, environmental conservation etc. activities.

Usually, there are a number of alternative modes for governing of eco-conservation activity.

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Different management modes are alternative but not equally efficient modes for the organization of eco-activities. Each form has distinct advantages and disadvantages to protect eco-rights and investment, coordinate and stimulate socially desirable eco-behavior and activities, explore economies of scale and scope, save production and transaction costs. For instance, the free market has a big coordination and incentive advantages ("invisible hand", "power of competition"), and provides "unlimited" opportunities to benefit from specialization and exchange. However, market management could be associated with a high uncertainty, risk, and costs due to lack of (asymmetry) of information, low "appropriability" of some rights ("public good" character), price instability, a great possibility for facing an opportunistic behavior, "missing market" situation etc.

The special contract form ("private ordering") permits a better coordination and intensification of eco-activity, and safeguard of agent's eco-rights and eco-investments. However, it may require large costs for specification (and writing) contract provisions, adjustments with constant changes in conditions, enforcement and disputing of negotiated terms etc.

The internal organization allows a greater flexibility and control on activity (direct coordination, adaptation, enforcement, and dispute resolution by a fiat). However, extension of internal mode beyond family and small-partnership boundaries (allowing achievement of minimum technological or ecological requirements; exploration of technological economies of scale and scope) may command significant costs for development (initiation, design, formal registration, restructuring), and for current management (collective decision making, control on coalition members opportunism, supervision and motivation of hired labor).

The separation of the ownership from the management (cooperative, corporation, public farm/-firm) gives enormous opportunities for growth in productivity, environmental and management efficiency – internal division and specialization of labor; achieving ecosystem's requirements; exploration of economies of scale and scope; introduction of innovation; diversification; risk sharing; investing in product promotion, brand names, relations with customers, counterparts and authorities. However, it could be connected with huge transaction costs for decreasing information asymmetry between management and shareholders, decision-making, controlling opportunism, adaptation etc. The cooperative and non-for profit form also suffers from a low capability for internal long-term investment due to non-for-profit goals and non-tradable character of shares (so called "horizon problem"). What is more, evolution and maintenance of large collective organizations is usual associated with significant costs – for initiating, informing, "collective| decision-making and internal conflict resolution, controlling opportunism of (current and potential) members, modernization, restructuring, liquidation.

Finally, the pubic forms also command high internal (internal administration and coordination) and outside (for other private and public agents) costs – for establishment, functioning, coordination, controlling, mismanagement, misuse by private and other agents, reorganisation, and liquidation. What is more, unlike market and private modes, for public organisations there is no automatic mechanism (competition) for selection of ineffective forms. Here it is necessary public "decision making" which is associated with huge costs and time, and often affected by strong private interests (power of lobbying groups, politicians and their associates, bureaucrats, employees in the public forms) rather than efficiency.

Principally the „rational" agents tend to use and/or design such modes for governing their diverse activity and relations which are the most efficient in the specific institutional, economic and natural environment – forms maximizing their overall (production, ecological, financial, transaction etc.) benefits and minimizing their overall (production, environmental, transaction etc.) costs. However, a result of such private strategies and optimization of management/activity is not always the most socially effective distribution of resources and the socially desirable (maximum possible) conservation of natural resources. It is well-known that agricultural activity is often associated with significant undesirable negative environmental effects – soils degradation, waters pollution, biodiversity termination, air pollution, considerable green-house gases emissions etc.

Therefore, the system of agro-eco-management is to be improved, and that frequently necessitates public (state) involvement in agrarian and environmental management. Nevertheless, public intervention in (eco) management is not always more effective, since public failure is practically possible. Around the globe there are many examples for inappropriate, over, under, delay, or too expensive public intervention at all levels. Often the public intervention either does not correct market and private sector failures, or "correct| them with higher overall costs.

Thus the criterion for assessing the efficiency of agro-eco-management and strategies is to be whether socially desirable and practically possible environmental goals are realized with the minimum possible overall costs (direct, indirect, private, public, production, environmental, transaction etc.). Accordingly inefficiency is expressed either in failure to achieve feasible (technically, politically, economically) environmental goals (conservation of natural resources, overcoming certain eco-problems, diminishing existing eco-risks, decreesing eco-losses, recovery and improvement of natural environment etc.) or achieving of set up goals with more costs comparing to another feasible form of management.

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Modern socio-economic, institutional and (more often) natural environment in changing very fast and often unpredictably. Consequently, any strategy for effective management of natural resources conservation is to be adaptive strategy. Accordingly, dominating and other feasible (market, private, public, hybrid) forms are to be assessed in terms of their absolute and comparative (adaptation) potential of protect eco-rights and investments of agents, assure socially desirable level of environmental conservation (enhancement), minimize overall costs, coordinate and stimulate eco-activities, reconcile conflicts, and recover long-term costs for organizational development in the specific economic, institutional and natural environment.

V. (The Most) Effective Forms for Agro-Eco-Management

Usually "evolution" of natural and institutional environment is quite slow and in long periods of time. Therefore, to a great extent the efficiency of the system of agro-eco-management will depend on the level of transaction costs.

Transaction costs have behavioral origin: namely individual's bounded rationality and tendency for opportunism (Williamson). Agrarian agents do not possess full information about the system (eco-benefits and costs, effects on others, formal requirements, development trends etc.) since collection and processing of such information would be either very expensive or impossible (multiple spilovers effects and costs in large geographical and temporal scale, future events, partners intention for cheating etc.). In order to optimize the decision-making and activity the agents have to spent costs for "increasing their imperfect rationality" – for monitoring, data collection, analysis, forecasting, training, consulting etc.

Besides, economic agents are given to (pre-contractual, post-contractual, and non-contractual) opportunism. Accordingly, if there is opportunity for some of transacting sides to get non-punishably an extra benefit/rent from voluntary or unwanted exchange, he will likely take advantage of that. Usually it is very costly or impossible to distinguish opportunistic from non-opportunistic behavior because of the bounded rationality of agents. What is more, in the real life there is widespread non-contractual opportunism, namely unwanted "exchange" or stealing of rights from a private and/or public agents without any contracting process (because of lack or asymmetry of information, capability for detection and protection, weak negotiating positions etc.).

Therefore, individual agents have to protect their rights, investments and transactions from the hazard of opportunism through: ex ante efforts to find a reliable counterpart and to design efficient mode for partners credible commitments; ex post investments for over-coming (through monitoring, controlling, stimulating cooperation) of possible opportunism during contract execution stage; and permanent efforts/costs for protection from unwanted non-contractual exchange though safeguarding, diversification, cooperation, court suits etc.

Part of the transaction costs for ecomanagement could be determined relatively easily e.g. costs for licensing, certifications, tests, purchase of information, hiring consultants, payments for guards and lawyers, bribes etc.

However, assessment of another (significant) part of transaction costs in eco-activity is often impossible or very expensive (Bachev, 2011). That is why comparative structural analysis is to be employed (Williamson). This analysis would align eco-activities/-transactions (which differ in their attributes) with the governance structures (which differ in their costs and competence) in discriminating (mainly transaction cost economizing) way.

Frequency, uncertainty, assets specificity, and appropriability are identified as critical dimensions of eco-activity and transaction - the factors responsible to the variation of transacting costs between alternative modes of management.

In the specific socio-economic and natural environment, depending to combination of critical factors of eco-activities/transactions, there will be different most-effective forms of management (Figure 3).

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Figure 3 : Principle modes for environmental management in agri-business

Generic modes	*Critical dimensions of transactions*								
	Appropriability								
	High								*Low*
	Assets Specificity								
	Low				*High*				
	Uncertainty								
	Low		*High*		*Low*		*High*		
	Frequency								
	High	*Low*	*High*	*Low*	*High*	*Low*	*High*	*Low*	
Free market	Y	Y							
Special contract form			Y			Y			
Internal organization					Y		Y		
Third-party involvement				🚑				🚑	
Public intervention									🚑

Y - the most effective mode; 🚑 - necessity for a third party involvement

Eco-activity and transactions with good appropriability of rights, high certainty, and universal character of investments could be effectively managed by free market through spotlight or classical contracts. For instance, there are widespread market modes for selling diverse ecosystem services and eco-products - eco-visits, organic, fair-trade, origins, self-production or self-pick up of yields from customer, eco-education, eco-tourism, eco-restaurants etc.

Frequent transactions with high appropriability could be effectively managed through a special contract. For example, eco-contracts and cooperative agreements between farmers and interested businesses or communities are widely used including a payment for ecosystem services, and leading to production methods (enhanced pasture management, reduced use of agrochemicals, wetland preservation etc.) protecting water from pollution, mitigating floods and wild fires etc. When uncertainty is high and assets dependency (specificity) is symmetrical the relational ("neoclassical") contract could be used. Since detailed terms of transacting and results are not known at outset (a high uncertainty), a framework (mutual expectations) rather than a specification of obligations of partners is practiced (opportunisms is (self) restricted due to symmetrical dependency of investments of partners). A special contract forms is also efficient for rare transactions with low uncertainty, high specificity and appropriability. Dependent investment could be successfully safeguarded through contract provisions since it is easy to define and enforce obligations of partners in all possible contingencies (no uncertainty exists).

Transactions and activity with high frequency, big uncertainty, and great assets specificity have to be managed within internal organization. For instance, a good portion of eco-investments are strongly specific to (certain land plots, eco-systems etc.) a farm and can be effectively implemented and "paid-back" within the borders of the particular farm.

The high interdependency (specificity) of eco-investments with other farm's assets and activity is the reason a great part of agro-eco-management to be executed by different type of farms – family, cooperative, agri-firms, public, hybrid. Despite that there are cases when farms and other agents are specialised in eco-management and are entirely engaged in (aimed at) "keeping natural resources in a good condition" or "recovery or amelioration of natural environment". Here agricultural activity either does not exist (e.g. prolonged follow up) or it is practiced as far as it is required by purely agronomic, ecological and other (e.g. educational, rehabilitation etc.) needs. According to the extent of appropriability of results and the universal character of investments, these farms could be market-oriented (selling eco-services to landlords or other buyers), community (funded by communities, interests groups) or public (e.g. for conservation of important eco-systems like national parks, natural phenomenon etc.).

Very often the effective scale of specific investment in agro-ecosystem services exceeds the borders of traditional agrarian organizations (family farm, small partnership). For instance, much of eco-investments, which are done in one farm (protection of waters and air, biodiversity etc.) benefit other farms or non-agrarian agents. Often, dependency of eco-investments of a farm is unilateral from the agent benefiting from the positive result. Besides, the positive impact of eco0investment often depends on the minimum scale of activity and frequently requires collective action (co0investment). Consequently, eco-activity/assets of many farms happen to be in a high mutual-dependency with the eco-activity/assets of other farms and other non-agrarian agents in a large spacial and often temporal scale.

This if specific capital (knowledge, technology, equipment, funding) cannot be effectively organized within a single organization, then effective external

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form(s) is to be used – e.g. joint ownership, interlinks, cooperative, joint investment in labels and origins, lobbying for public intervention etc. For instance, environmental cooperatives are very successful in some European countries where there are strong incentives for cooperation due to the mutual-dependency of farms eco-activity, evolving "market" for eco0services, and widespread application of long-term public eco-contracts for eco-coalition. There is rapid development of diverse association of producers around specific capital invested in eco-products and services, trade-marks, advertisement, marketing channels etc.

Nevertheless, costs for initiation and maintaining collective organization for overcoming unilateral dependency are usually great (big number of coalition, different interests of members, opportunism of "free-riding" type) and it is unsustainable or does not evolve at all. That strongly necessitates a third-party involvement (non-governmental or state organization) to make such organization possible or more efficient.

The transaction costs analysis let us identify situations of market and private sector failures. For instance, serious problems usually arise when condition of assets specificity is combined with high uncertainty and low frequency, and when appropriability is low. In all these cases, a third part (private agent, NGO, public authority) involvement in transactions is necessary (through assistance, arbitration, regulation, funding) in order to make them more efficient or possible at all. Emergence and unprecedented development of special origins, organic farming and system of fair-trade, are good examples in that respect. There is increasing consumer's demand (price premium) for these products but their supply could not be met unless effective trilateral management (including independent certify-cation and control) is put in place.

Respecting others rights or granting out additional rights could be managed by "good will" or charity actions. For instance, a great number of voluntary environmental initiatives ("codes of behavior") have emerged driven by farmers' preferences for eco-production, competition in industries, and responds to public pressure for a sound environmental management. However, voluntary and charity initiatives could hardly satisfy the entire social demand especially if they require considerable costs. Besides, environ-mental standards are usually "process-based", and "environmental audit" is not conducted by independent party, which does not guarantee a "performance outcome".

Most environmental management requires large organizations with diversified interests of agents (providers, consumers, destructors, interest groups etc.). Emergence of special large-members organizations for dealing with low appropriability is slow and expensive, and they are not sustainable in long run ("free riding" problem). Therefore, there is a strong need for a third-party public (Government, local authority, international assistance) intervention to make such eco-activity possible or more effective.

VI. Public Modes and Strategies for Management of Natural Resources in Agriculture

In modern agri-business there are a great variety in forms and efficiency of public intervention in eco-management. In assessment of public modes for agro-eco-management it has to be taken into account the overall (public and private) costs for implementation and transaction for achievement of social eco-goals in comparison with another practically possible form of intervention. Discrete structural analysis is to be applied which would assist assessment of efficiency and design of forms and strategies of public intervention.

Interventions with a low uncertainty and assets specificity would normally require a smaller public organization - more regulatory modes, improvement of general laws and contract enforcement etc. When uncertainty and assets specificity of transactions increases a special contract mode would be necessary – e.g. employment of public contracts for provision of private services, public funding (subsidies) of private activities, temporary labor contract for carrying out special public programs, leasing out public assets for private management etc. When transactions are characterized with high assets specificity, uncertainty and frequency, then internal mode and bigger public organization would be necessary – e.g. permanent public employment contracts, in-house integration of crucial assets in a specialized state agency or public company etc.

Initially, it is necessary to be specifies ways to correct existing/emerging eco-problems in market and private sector (difficulties, costs, risks, failures). The appropriate public involvement would be to create environment for: decreasing uncertainty surrounding market and private transactions, increasing intensity of exchange and cooperation, protecting private rights and investments, and making private investments less dependent. For instance, State establishes and enforces quality, safety and eco-standards for inputs and produces, certifies producers and users of natural resources, transfers water management rights to farms associations, sets up minimum prices etc. All these facilitate and intensify private eco-initiatives and (market and private) eco-transactions and increase efficiency of economic organizations.

Next, practically possible modes for increasing appropriability of rights and results of activity and investment have to be considered. Low appropriability is often caused by unspecified or badly specified private rights (Bachev, 2004). In that case, most effective government intervention would be to introduce and enforce new private property rights – e.g. rights on

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natural, biological, and environmental resources; rights on issuing and trading eco-bonds and shares; tradable quotas for polluting; private rights on intellectual agrarian property and origins etc. That would be efficient when privatization of resources or introduction and enforcement of new rights is not associated with significant costs (uncertainty, recurrence, and level of specific investment are low).

Such public intervention effectively transfers organization of transactions into market and private management, liberalizes market competition and induces private incentives (and investments) in certain eco-activities. For instance, tradable permits (quotas) are used to control the overall use of certain resources or level of a particular type of pollution. They give flexibility allowing farmers to trade permits and meet their own requirements according to their adjustment costs, specific conditions of production etc. That form is efficient when a particular target must be met, and progressive reduction is dictated through permits while trading allows compliance to be achieved at least costs (through private management). What is more, the tradable rights could be used a market for environmental quality to develop. The later let private agents to realize new eco-strategy purchasing permits from the market and taking them out of market turnover and utilization. In that way the environmental quality could be practically raised above the initially "planned" (by the Government) level, and would not have been achieved without additional private eco-initiatives.

In other instances, it would be more efficient to put in place regulations for trade and utilization of resources, products and services – e.g. standards for labor safety, product quality, environmental performance, animal welfare; norms for using natural resources, introduction of foreign species and GM crops, and (water, soil, air, comfort) contamination; bans on application of certain chemicals or technologies; regulations for trading ecosystem service protection; foreign trade regimes; mandatory eco-training and licensing of farm operators etc.

The large body of environmental regulations in developed countries aim changing farmers behavior, and directing toward new strategies restricting the negative impact on environment. It makes producers responsible for "environmental effects" (externalities) of their products or management of products uses (waste). This mode is effective when a general improvement of performance is desired but it is not possible to dictate what changes is appropriate for a wide range of operators and eco-conditions (high uncertainty and information asymmetry). When level of hazard is very high, outcome is certain and control is easy, and no flexibility exists (for timing or nature of socially required result), then bans or strict limits are the best solution. However, regulations impose uniform standards for all regardless of costs for compliance (adjustment) and give no incentives to over-perform beyond a certain (regulated) level.

In other instances, using incentives and restrictions of tax system would be most effective form for public intervention. Different sorts of tax preferences are widely used to create favorable conditions for certain (sub) sectors and regions, forms of agrarian organization, or specific types of activities. Environmental taxation on emissions or products (inputs or outputs of production) is also applied to reduce the use of harmful substances. Eco-taxes impose the same conditions for all farmers using a particular input and give signals to take into account the "environmental costs" inflicted on society (big communities). Taxing is effective when there is close link between activity and environmental impact, and when there is no immediate need to control pollution or meet targets for reduction. However, "appropriate" level of charge is required to stimulate a desirable change in behavior. Furthermore, some emissions (nitrogen) vary according to conditions of application and attempting to reflect this in tax system often result in complexity and high administrating costs.

In some cases, a public assistance and support to private organizations is the best mode. Public financial support for eco-actions is the most commonly used instrument for improving environment performance of farmers. It is easy to find economic justification for public payments as a compensation for provision of "environmental service" by farmers. However, share of farms participating in various agri-environmental support schemes has not been significant. That is a result of voluntary (self-selection) character of this mode which does not attract farmers with highest environment enhancement costs (most intensive and damaging environment producers). In some countries the low-rate of farmers' compliance with the environmental contracts is a serious problem. Later cannot be solved by augmented administrative control (enormous enforcement costs) or introducing bigger penalty (politically and juridical intolerable measure). Principally, it is estimated that agri-environmental payments are efficient in maintaining the current level of environmental capital but less successful in enhancing environmental quality.

Another disadvantage of "payment system" is that once introduced it is practically difficult ("politically unacceptable") to be stopped when goals are achieved or there are funding difficulties. Moreover, withdraw of subsidies may lead to further environmental harm since it would induce the adverse actions (intensification, return to conventional strategies). Other critics of subsidies are associated with their "distortion effect", negative impact on "entry-exit decisions" from polluting industry, unfair advantages to certain sectors in the country or industries in other countries, not considering total costs (such as transportation and environmental costs, "displacement effect" in other countries).

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Often providing public information, recommenddations, training and education to farmers, rural agents, and consumers are the most efficient form since they improve their capability and strategies. In some cases, a pure public organization (in-house production, public provision) will be the most effective one as of important agro-ecosystems and national parks; agrarian research, education and extension; agro-meteorological forecasts; border sanitary and veterinary control etc.

Usually, effective implementation of a long-term natural resources conservation strategy requites combined public intervention (governance mix). Necessity of multiple public intervention is caused by the fact that: different natural resources and diverse challenges associated with them need different instruments and form of public intervention; individual modes are effective if they are applied alone with other modes; frequently combined effect is higher that sum of individual effects; complementarities (joint effect) of individual forms; restricted potential of some less expensive forms to achieve a certain (but not the entire) level of socially preferred outcome; possibility to get extra benefits ("cross-compliance" requirement for participation in public programs); particularity of problems to be tackled; specific critical dimensions of managed activity; uncertainty (little knowledge, experience) associated with likely impact of new forms; needs for "precaution"; practical capability of State to organize (administrative potential to control, implement) and fund (direct budget resources and/or international assistance) different modes; and dominating (right, left) policy doctrine.

Besides, level of effective public intervention (management) depends on the scale of ecosystem and type of problem. There are public involvements which are to be executed at local (farm, agro-ecosystem, community, regional) level, while others require nationwide management. There are also activities, which are to be initiated and coordinated at international (regional, European, worldwide) level due to strong necessity for trans-border actions (needs for cooperation in environment management, exploration of economies of scale/scale, prevention of ecosystem disturbances, governing of spill-overs) or consistent (national, local) government failures. Often effective governance of many challenges and risks of agro-ecosystems requite multilevel management with combined actions of different levels, and involving various agents, and different geographical and temporal scale.

Public (regulatory, inspecting, provision etc.) modes must have built special mechanisms for increasing competency (decrease bounded rationality and powerlessness) of bureaucrats, beneficiaries, interests groups and public at large as well as restricting possible opportunism (opportunity for cheating, interlinking, abuse of power, corruption) of public officers and other stakeholders. That could be made by training, introducing new monitoring, assessment and communication technologies, increasing transparency (e.g. independent assessment and audit), and involving experts, beneficiaries, and interests groups in management of public modes at all levels. Furthermore, applying "market like" mechanisms (competition, auctions) in public projects design, selection and implementation would significantly increase the incentives and decrease the overall costs.

Principally, pure public organization should be used as a last resort when all other modes do not work effectively (Williamson). "In-house" public organization has higher (direct and indirect) costs for setting up, running, controlling, reorganization, and liquidation. What is more, unlike market and private forms there is not automatic mechanism (competition) for sorting out the less effective modes. Here public "decision making" is required which is associated with high costs and time, and often influenced by strong private interests (power of lobbying groups, policy makers and their associates, employed bureaucrats) rather than efficiency. What is more, widespread "inefficiency by design" of public modes is practiced to secure (rent-taking) positions of certain interest groups, stakeholders, bureaucrats etc. Along with development of general institutional environment ("The Rule of Law", transparency) and monitoring, measurement, communication etc. technologies, the efficiency of pro-market modes (regulation, information, recommendation) and contract forms would get bigger advantages over internal less flexible public arrangements.

Usually hybrid modes (public-private partnership) are much more efficient than pure public forms given coordination, incentives, and control advantages. In majority of cases, involvement of farmers, agrarian organizations and other beneficiaries increases efficiency, decreases asymmetry of information, restricts opportunisms, increases incentives for private costs-sharing, and reduces management costs. For instance, a hybrid mode would be appropriate for carrying out the supply of preservation of environment, biodiversity, landscape, historical and cultural heritages etc. That is determined by farmers information superiority, strong interlinks of activity with traditional food production (economy of scope), high assets specificity to the farm (farmers competence, high cite-specificity of investments to the farm and land), and spatial interdependency (needs for cooperation of farmers at regional or wider scale), and not less important – farm's origin of negative externalities.

Furthermore, enforcement of most labor, animal welfare, biodiversity etc. standards is often very difficult or impossible. In all these cases, stimulating and supporting (assisting, training, funding) private voluntary actions are much more effective then mandatory public modes in terms of incentive, coordination, enforcement, and disputing costs.

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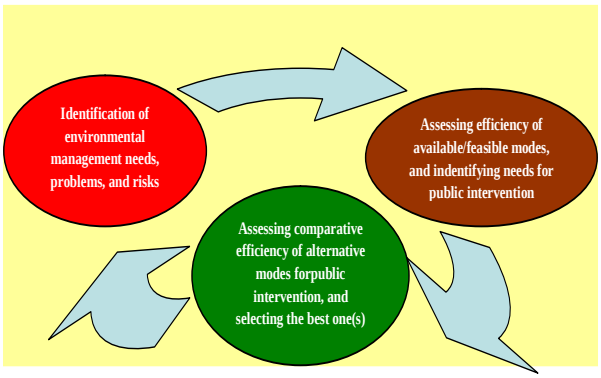
If there is a strong need for third-party public involvement but effective (government, local authority, international assistance) intervention is not introduced in a due time, then agrarian "development" is substantially deformed. Consequently, all class of socially needed eco-activities and investment are blocked, natural resources are degradated or pollutes in large scales, sustainability of farms structures in reduces etc.

VII. Stages in Analysis of Environmental Management and Strategies in Agri-Business

Analysis and improvement of public agro-eco-management and strategies is to include following stages (Figure 4): First, assessment of specific management needs of conservation of natural resources utilized and/affected by agriculture. Later depends on particular characteristics of diverse natural resources and ecosystems they are part of, and the number, interests and strategies of related agents. For instance, persistence of serious eco-problems and risks is an indicator that effective system of eco-management is not put in place. Therefore, trends, factors, problems, and risks associated with natural environment and its individual elements are to be identified. Modern science offers quite precise methods to assess the state of environment, and detect existing, emerging and likely challenges - environmental changes, degradations, destructions and depletion of natural resources, eco-risks etc. (MEA).

Figure 4 : Stages in analysis and improvement of public agro-eco-management



What is more, science offers reliable instruments to estimate agricultural contribution to and impact on the state of environment and its different components, including different spatial and temporal scales. For instance, there are widespread applications of numerous eco-indicators for pressure, state, respond, and impact as well as for integral assessment of agrarian environmental sustainability (FAÓ).

The lack of serious eco-problems, conflicts and risks is an indicator that there is effective system for eco-management, and therefore there is no need for changing public strategy for natural resources conservation. However, usually there are significant or growing eco-problems and risks associated with agriculture in developed and developing countries alike.

Second, assessment is to be made on efficiency and potential of available and other feasible modes and mechanisms of management for natural resources conservation, and for overcoming existing, emerging and likely eco-problems and risks associated with agriculture. Analysis is to embrace the system of agro-eco-management and its individual components – institutional environment and various (formal, informal, market, private, contract, internal, individual, collective, public, specialized, multifunctional, simple, complex) forms for governing eco-activities of agrarian agents. In fact most analyses are restricted to a certain form (formal, farm, cooperative, public program) ignoring other important, dependent, or complementary modes.

Efficiency of individual modes are to be evaluated in terms of their strategies and (comparative) potential to safeguard and develop agents eco-rights and investments, stimulate socially desirable level of environment protection behavior and activity, rapid detection of eco-problems and risks, cooperation and reconciliation of eco-conflicts, and to save and recover total environmental (conservation, recovery, enhancement, transaction, direct, indirect, private, public etc.) costs. Furthermore, efficiency of individual forms cannot be fully understood without analyzing complementarities and/or contradictions between different forms and strategies – e.g. high comple-mentarities between (some) private, market and public forms for eco-management; conflicts between "gray" and "light" sector of agriculture etc.

Most assessments include only direct, production (eco-recovery, eco-maintenance, eco-enhancement), or program (international assistance, taxpayer) costs. Analysis is to include all (social) costs associated with different forms of eco-management – private, third-party, public, current, long-term, production, transaction etc. In addition to proper individual and third-party production (technological, agronomic, ecological etc.) costs, eco-management is usually associated with significant transaction (governance) costs.

Efficiency checks are to be performed periodically even when system of agro-eco-management "works well". That is because good conservation of natural resources could be done at excessive social costs or further improvement of environment may be done at the same social costs. In both cases there is alternative more efficient organization of agro-eco-management - e.g. too expensive for taxpayer state eco-management (in terms of incentives, total costs, adaptation and investment potential) could be replaces

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with more effective private, market or hybrid mode (public-private partnership).

Usually assessments are limited to absolute efficiency of individual forms of eco-management (related costs, environmental effects) ignoring their comparative efficiencies. Analysis is to incorporate both absolute and comparative (in relation to other feasible modes) efficiency of diverse management modes.

Comprehensive analysis let determine deficiencies ("failures") in dominating market, private, and public modes to manage effectively existing, emerging and likely eco-problems and risks, and specify needs for (new) public intervention in agrarian eco-management. They could be associated with; impossibility for achieving socially desirable and practically possible environmental goals, significant transaction difficulties (costs) of participating agents, inefficient utilization of public money and resources etc.

Third, alternative and practically possible modes for new public intervention able to correct (market, private and public) failures are to be identified, their comparative efficiency and complementarities assessed, and the most efficient one(s) selected. Only technically, economically, and politically feasible modes of new public intervention in environmental management are to be specified. Their comparative (goal achieving, coordinating, stimulating, costs-minimizing) efficiency to and complementarities with other practically possible modes of public involvement (assistance, public-private partnership, property rights modernization etc.) is to be assessed, and the best one(s) introduced.

Public modes not only support (market and private) transaction, but are also associated with significant (public and private) costs. Therefore, assessment is to comprise all costs for implementation and transaction - direct (tax payer, assistance agency) expenses, and transacting costs of bureaucracy (for coordination, stimulation, control of opportunisms and mismanagement), and costs for individuals' participation and usage of public modes (adaptation, information, paper works, payments of fees, bribes), and costs for community control over and for reorganization of bureaucracy (modernization, liquidation), and (opportunity) costs of public inaction .

Suggested analysis is to be made at different levels (farm, eco-system, regional, sectors, national, international) according to type of eco-challenge and scale of collective actions necessary to mitigate specific eco-problems and risks for each component of natural environment (soils waters, air, etc.) and integrally for natural environment as a whole. It is not one time exercise completing in the last stage with a perfect system of eco-management. It is rather a permanent process which is to improve eco-management along with evolution of natural environment, individual and communities (social) awareness and preferences, and modernization of technologies and institutional environment. Besides, public (local, national, international) failure is also possible (and often prevail) which brings us into the next cycle in improvement of eco-management in agriculture.

Comparative institutional analysis let define efficiency and potential of divers mechanisms and modes of management to deal with diverse problems and risks associated with natural environment. Moreover, it let improve design of the new forms of public intervention according to the specific market, institutional and natural environment of a particular farms, eco-system, region, sub-sector, country, and in terms of perfection of coordination, adaptation, information, stimulation, restriction of opportunism, controlling (in short – minimizing transaction costs) of participating actors (decision-makers, implementers, beneficiaries, other stakeholders).

What is more, that analysis unable us to predict likely cases of new public (local, national, international) failures due to impossibility to mobilize sufficient political support and necessary resources and/or ineffective implementation of otherwise "good" policies in the specific socio-economic environment of a particular country, region, sub-sector etc. Since public failure is a feasible option its timely detection permits foreseeing the persistence or rising of certain environmental problems, and informing (local, international) community about associated risks.

VIII. Conclusion

Suggested framework let better understand, assess and improve eco-management in the specific market, institutional and natural environment of individual farms, ecosystems, regions, sub-sectors and countries. However, its application requires new type of data for the formal and informal rights distribution, system and efficiency of enforcements, personal characteristics (preferences, interests, capability etc.) of agents related to eco-management in agri-business, type of eco-challenges, formal and informal forms of agrarian organization and contractual arrangements, critical dimensions of activities and transactions etc.

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Building Energy Saving Gensus Appraisal of the Drill of Building Energy Saving Management in Construction Industry in Greater China, Asia and Worldwide

By Shuk Yi Wong, Prosper Bernard, Michael Plaisent & Philip K.I. Chan
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Keywords : certified system, whole building energy saving management, occupation risk assessment, building energy saving management pledge, building energy saving management master plan and probe.

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I. Introduction

No one is perfect. Energy saving is performing far from perfect. Building energy saving management is uneasy to attain and it is far from reach to working out building energy saving. Though some measures might build in and some forms of figures come up by the evaluation of the variables get along. Subjective approach is dared to say. Iceberg Theory" quotes one see only the top cannot know the problems and difficulties at the bottom.

Monitoring is the necessary tools to go into right track. The following advocates the stages in the succession of Building energy saving management. (See Figure 1) The following study sequences should be performed on order to achieve energy efficiency & intelligence. We analyzed the calculation results to determine if the project would pass the building energy performance evaluation. We hoped that this research would help the designer to design better ventilation operations to achieve reduced energy consumption.

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II. Several Circumstances Turn New Era

The pollution in China made it worst from acceptable ranges. The construction wastes and chemical sludge damage the sea, farm and economy as a whole. It pollutes over 70% of fresh air. Even worst, the spread out is hazardous to neighboring cities such as Hong Kong, Macau and Japan. "Hot Bomb" destroys the weather and consequently difficult to survive for both work and live. New Era is ready to call over the world. The general adoption of Building energy saving management (BESM) is covered up by public and private sectors. (See Figure 1)

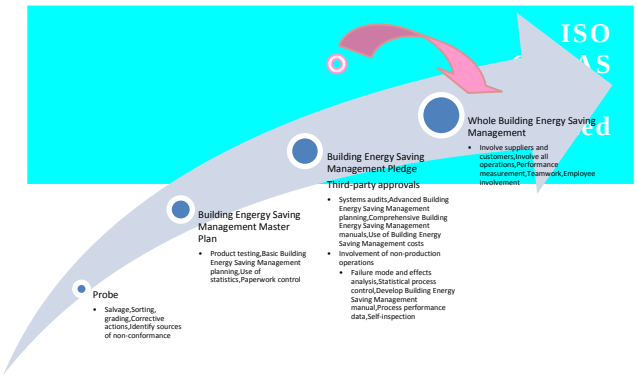

Figure 1 : Stages in the Appraisal of Building Energy Saving Management

Structure shift for private Building Energy Saving Genius is everywhere in Mainland china. This is also applicable to Hong Kong as well. Hong Kong should reshapes its own character and put the environmental awareness into building culture. The very good examples are the public housing estates and Tsing Yi College and more.

The construction for the bridges and buildings are encouraged to accustom the prefabricated products. Diversification is contemporary approach for the

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building production so as to compete in the industry. Hong Kong is in famous link between China and Europe as its oriental international trade. Let the construction rule over the market in its fiscal policy freehand that share about 70% of the Hong Kong industry. Building energy saving management is the prosperous fore step construction industry.

The following advocates the Achievement to Energy Efficiency & Intelligence. (See Figure 2)

Structure shift for public The slogan quoted "Recycle, reuse and refill in the use of building materials and any kinds.

BESM is the wise in the control of waste products. Micro organisms are therefore adapted to eat up the pollution oil and dirt in the river. The better is the environment, the better our human beings. Good Environment is at its best for pleasure and lives and work.

Environmental awareness, political concern and general public urge the Building energy saving management approach a success. With our higher education, controlling the resources and reduction of wastes call for people in the street in a position to new era of BESM. The Building energy saving genius is the brainstorm for public to such a change.

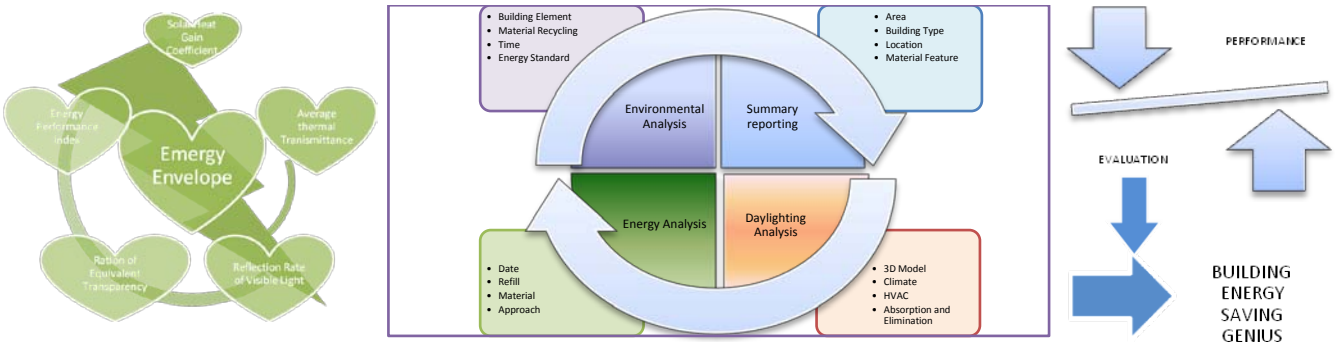

Figure 2 : Achievement to Energy Efficiency & Intelligence

a) Government Enhancement

The value for energy saving is now in line with money saving. We are asked to pare down our construction wastes. The Governor announced in 2010 that in order to building energy saving management the plastic bags, construction wastes should be kept to the minimal. A fine is imposed on handling these products. The Government implements the certification scheme under (HKBESA) that it is the quality management certification authorized bodies which is the government ownership to very company the cortication system.

b) The Certification System: ISO 9001, ISO 14001 & OHSAS 18001

i. *ISO 9000*

Contractors, nominated sub-contractors and suppliers to implement ISO 9000 and to achieve registration with HKBESA by different target dates: main contractors by 31/03/93 concrete suppliers by 01/1992, nominated sub-contractors by '94 – '95, and consultants within 3 years.

ii. *ISO 9001*

Provision of consultancy Service of Integrated management System certified for Government Bureau.

iii. *ISO 14001*

Provision of consultancy Service of Integrated Environmental management System certified for Government Bureau.

iv. *OHSAS 18001*

Provision of consultancy Service of Integrated occupation health and safety management System certified for Government Bureau.

- ✧ For version issued in 1999
- ✧ 2nd version issued in July 2007
- ✧ OHSAS 18002 – occupant health and safety management system guidance for the implementation of OHSAS 18001.

The certification ISO 14000 is the Environment control System for the requirements of the company to survive. The certification system should be progressively smoothly and systematically.

OHSAS involves OH&S Policy, planning, implementation and operation, checking and correct action, management review and continuous improvement.

c) Benefits of BESMs

To the organizations

- ➢ The potential reduction in the number of accidents
- ➢ The potential reduction in downtime and associated costs
- ➢ Demonstration of legal and regulatory compliance
- ➢ Demonstration to stakeholders of your commitment to health and safety
- ➢ Demonstration f an innovative and forward thinking approach

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- Increased access to new customers and business partners
- Better management of health and safety risks, now and in the future
- Potential reduced public liability insurance costs

d) Findings and Controversial Issues

i. *Findings*

Energy Saving Management on overview in Asia and worldwide; Essential of BESM expansion in Asia and worldwide Original Building Energy Saving Management manufacturing (BESM) demand to build finished products in the once of the lowest total cost regions in the world; Large number of component suppliers makes use of China as a logical choice in close proximity to BESM foundation. Induce BESM competitors in China and worldwide.

ii. *Controversial Issues*

It is to gain a overall view of the situation comprising of nearly Zero Energy Buildings, skills, deficiencies, green skills The development of Net or Nearly Zero Energy Building (NZEB) definitions and the implication for regulatory reform Regulatory frameworks for energy efficient buildings Affordable solutions in sustainability for new building developments such as innovative materials and methods to improve sustainability Skills to implement successful collaborative and multidisciplinary environment for building design, engineering, building and construction Building Energy Saving Management is to prevent loss and wasted protection. It is the better use of limited resource. The Environmental system in construction is the control of its availability of the goods and products simultaneously keep the standard in utmost condition. Maintaining Environment Management in high standard is our human phenomenon. The goal is the minimal cost in handling goods and products simultaneously keep the standard in utmost condition. The implementation of BESM is through trial and fault that we learn finally the success. Success is the mother of failure. It is what the BESM about.

e) Targets of the Research

What we achieve as follows

- Investigate the objectives of BESM and the development of BESM to the international growth in construction industry.
- Forecast the characters of clients, engineers, architects, and main contractors have insights towards the BESM in construction works, and
- View the spectacular requirements for the building projects.

f) Study Methodologies

The studies of this methodology are analysis as follows

- BES Plans drives to construction projects as necessity made either the technical and contractual skeleton of the construction industry.
- BES Plan uplifts the Building Energy Saving Management of construction projects contractually.
- By virtue of the special nature of the construction industry, there is no necessity to adopt a 'Whole Building Energy Saving Management' approach in all construction projects.

Feedbacks from the construction are demanded to the survey and a number of charts drawn out. (See Figure 3) Data taken on: 418 Main contractors; 260 Large/small sized developers; 336 Professional civil/structural/building engineers;279 Registered engineers/architects (See Figure 3).

Hypothesis 1: Critical factors include the measurement of energy saving management, competent persons carried out the plan.

Hypothesis 2: Unpredictable factors include the handling of first-time documents for BS and extra costs incurred. Practice makes perfect

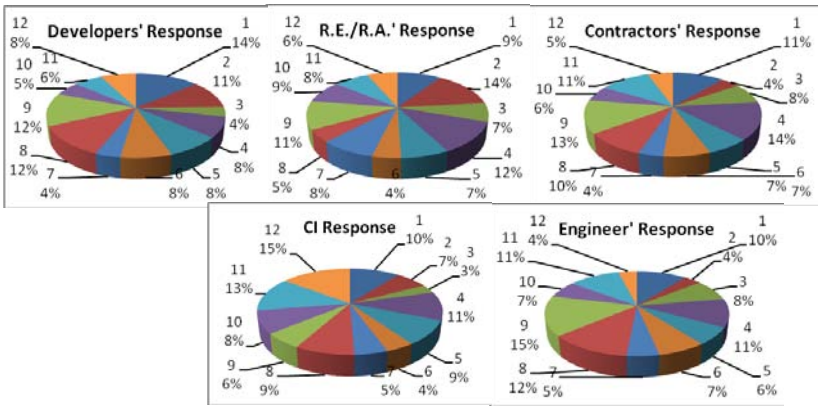

Figure 3 : Survey Response

g) Inclusions of the Building Energy Saving Management Plan

- Highlights
- The BESM Logistics
- Quality award Scheme consists of the following two awards:

The Genius in Energy Saving and Quality Status Award Scheme

BESM Performance pledge will be presented to the one who has the willingness to work with energy saving management into practice in the industry. Through assessment and recommendation by the

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Independent Examination Board. Once can attain the Certificate for Appraisal in a year. The one has award chosen to be the brilliant energy saving in the year who has strong sense of energy saving, leadership with quality management improving the performance of work and enhance the productivity in the industry. Green Environment Practice always in the mind of the continents.

h) Outcomes in Setting up of a Building Energy Saving Management Approach Around the World

Under the historical in Beijing (AFP) on Jan 11, 2012, the Chinese built tycoon behind a 30-storey energy-saving that used only 15 days. China Engineering Company reshapes the construction to formulate new energy. Reduction of energy consumption similar to the least waste is our Environmental Science. Working on the goal of minimizing the cooling load and eliminating the need for auxiliary heat, various passive improvement strategies were first brought in. These strategies included insulation, double glazing, vented roof, shade trees, reduced glass area, overhangs, and high efficiency mechanical systems on roof and wall.

i. *Structure Shift for Private Building*

Energy Saving Genius is everywhere in Mainland china. This is also applicable to Hong Kong as well. Hong Kong should reshapes its own character and put the environmental awareness into building culture. The very good Portfolios:

Building Energy Saving Management Plan adopted all over the world relatively to Change:

ii. *China*

Air-con tycoon moves into eco-friendly building the Chinese tycoon behind a 30-storey energy-saving building that built up in 15 days only. China should come up effective systems for building energy saving evaluation and certification, implement economic incentive policies for building energy saving, and enhance the popularization of building energy saving knowledge.

iii. *Australia*

Constructing the energy flows through an environment is not new. In the 2000s drought conditions in Australia pushed in the use of embodied energy analysis methods to water. The study of embodied water is prompted. (Boutique hotel Stendhal, Vienna, Austria Boutique hotel Stendhal was the first hotel to achieve a zero energy balance France Very low energy buildings are enlarged with standard of high energy efficiency by national Building Regulations. They neglected traditional heating systems and active cooling resulting in a saving of energy consumption of 70 to 90% compared to the existing building stock.

iv. *Germany*

Saudi Arabia and Germany put a joint cooperation agreement with the two countries in the field of energy efficiency in buildings, maintain the electrical energy that official estimates enhance in consumption in the country

v. *Britain*

Biodiversity Assessment In our philosophy, development governs the environment. Natural environment including the biodiversity assessment is to be worked out for developments situated nearby areas with high ecological value. UK Estate reshape is a symbolic illustration. Blossom vegetation in the existing estate is to be shielded as an integrated landscape strategy.

vi. *Canada*

Endowed 22 months to build a leading edge manufacturing facility is one certified under the LEED (Leadership in Energy and Environmental Design) program which rises up the adoption of sustainable green building design techniques and construction practices by tools, materials and performance criteria, pertaining to all aspects of the building. “The whole idea behind LEED is not only energy efficiency, sustainable design or indoor air quality (IAQ), but also an overall improvement of construction practices to reduce waste and/or contamination caused by the construction process,” said Daniel.

vii. *Hong Kong*

Energy is heat and light, and in more complex mechanical, electrical, chemical and nuclear forms requires energy efficient. Voluntary is the framework of energy efficiency in Hong Kong, the Government is to further facilitate the public in choosing energy efficient appliances and raise public awareness on energy saving, the Government has brought in a imperative Energy Efficiency Labeling Scheme (EELS) through the Energy Efficiency (Labeling of Products) Ordinance. Renewable with the gradual reduction of available fossil fuel reserves and the unfriendly impacts on the environment made by the burning of fossil fuels, the use of renewable energy is becoming increasingly important, especially in Hong Kong, which is highly energy dependent. Learn more about renewable energy.

viii. *Japan*

Avail laws, regulations, technical standards, evaluation systems and energy-saving services. Japan intends to study in building energy saving management carried out. The Building-Energy Manager's Association of Japan (Source: Managing Energy-Saving Technology in the Building) this association has been conducting an energy-saving diagnosis project as an aid project of the former Ministry of International... (Source: Managing Energy-Saving Technology in the Building) This association has been conducting an energy-saving diagnosis project as an aid project of the former Ministry of International Trade and Industry since the fiscal 1996. This diagnosis service is a free project, which is conducted taking two days in principle. Two professionals, partner-up, selected from member companies

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of this association, and are sent to the client's office. Diagnosis items are listed below: (1) Analysis evaluation of real energy consumption in the building (2) Energy-saving diagnosis and measure planning on the building and the facility (3) Report of an improvement proposal below is a flow chart that shows a process of energy-saving diagnosis.

ix. *South Africa*

Building energy management, electricity saving, Energy Consulting, Energy Saving, franchise, grid feed, Industrial Energy, Industrial Energy Saving, Inverters, low power lighting Industrial & Commercial Industrial and commercial generators in nine are sold out in Southern African countries. Heavy duty high output permanent installed sets designed to be reliable and cost effective. Prime Power Operations Users reliant on diesel power as primary source of power effective power station designs with reliability Residential 2-3 bedroom free standing houses with 60A single phase connection Permanent installation in sound attenuated enclosure delivery good quality of power

x. *Taiwan*

Towards very low energy buildings provide a significantly higher standard of energy efficiency than the minimum required by national Building Regulations. They are very often designed without traditional heating systems or active cooling.

xi. *USA*

Green Building – Energy saving Tuesday, December 16th 2008 by Ahmad Isnaini Regarding Smart Film, its breakthrough feature is that the customer could easily and directly roll and adhere Smart Film to glasses by simply peeling off its protective film without adding any extra adhesive in-between Smart Film and the glasses, and also can repetitively adhere Smart Film to the glasses in case of installation misalignment.

xii. *Portugal*

Solar XXI, Lisbon, Portugal Solar XXI is a prototype New Zero Energy Building (NZEB), importantly; the building was constructed at no additional cost to a typical office building.

xiii. *Denmark*

Crowne Plaza, Copenhagen Towers, Orestad, Denmark Crowne Plaza is described as the first CO, neutral hotel building in Denmark and has the largest Building Integrated Photovoltaic system (BIPV) in northern Europe and Denmark's first groundwater based cooling heating system. Green Lighthouse, Copenhagen, Denmark The Green Lighthouse was built as a prototype NZEB building for the Climate Summit in 2009. It demonstrates impressive sustainability and was the first public CO, neutral building in Denmark. Osterbro Community Housing Sustainability Project Copenhagen, Denmark the existing 1960s Community Housing buildings accommodate low income residents. The process of retrofitting these buildings for social environmental and economic sustainability is one that involves

xiv. *Germany*

Empowering and involving the residents Neue Burse Student Residence Hall, Wuppertal, Germany Two near identical student residence buildings originally constructed in 1977 have been extensively upgraded for improved functionality and thermal performance, one to Low Energy building standard and the other to Passivhaus standard information regarding energy monitoring, occupant behavior and education, commissioning and defects rectification is included in addition to the sustainability measures undertaken to achieve sustainable retrofit buildings Waste Disposal Building Remscheid, Germany The office building of the Waste Disposal Unit was constructed in 1968 and completely renovated in 2004. The energy concept and the architectural quality were recognized by the State with the State Prize for Architecture, Residential Building and Urban Planning. Wuppertal University NZEB experts have been monitoring and evaluating the building operation for energy efficiency and thermal comfort. Decathlon Building, Wuppertal, Germany The remarkably energy efficient building as an entrant in the Madrid Solar Decathlon in 2010 gave us an amazing multidisciplinary learning experience.

xv. *Switzerland*

IWB Energy Customer Centre, Basel, Switzerland with a view that this seven-storey building is situated with poor solar access. Organizing Minergie-P energy standard Gundeldinger Field, Basel, Switzerland, engineering works industrial site has been delocalized to community business, activity and leisure centre with a public character. Sustainability measures induce renovation rather than demolition, water saving devices, sensor-controlled energy lighting, recycled and green building materials, ecological paint, roof gardens and a370m2 photovoltaic solar installation.

The statistics on BES are tabulated in the world as follows: (See Figure 4).

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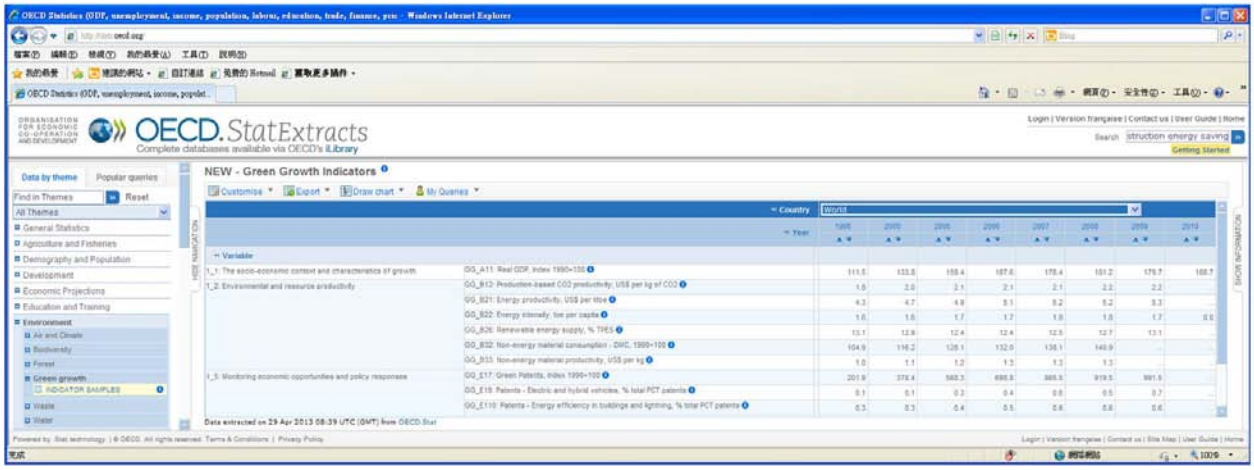

Figure 4 : Statistics on Green Growth Indicators, Statistics on Building Energy Saving

i) Factors Affecting Building Energy Saving Man

j) Factors Affecting Building Energy Saving Management Construction

The puzzling we face is impoverished workmanship by the contractors in completing the works. Poor compliance appears in the drawings and specifications between different parties. MC has the intention to target the works to cost and schedule rather than the Building Energy Saving Management in construction. Communication and hence the cooperation problems among the parties exist. One design, one builds make conflict and errors. The consequences affect human beings and the works affect the life of people. Works for maintenance have extended the real facts for buildings period. The setting up of a Building Energy Saving Management is difficult. The misused materials add up the defects ground and not up to standard laid down by Building Authority.

k) Discussion

In this study research we notice that the design misinterpretation, craftsman training and the waste of materials greatly the leading of energy loss. There will be a saving if everything go better fall in the right pathway. The materials should be planned ahead such reuse, recycling and refill tin order to avoid the wastage. The on-site workers should attend the training course necessary for energy saving consumption in construction industry. The contractors should bear in mind that energy saving is the first hand solving instead of the profitability. We should maintain our energy saving in our workplace and work it out in practice.

Energy saving team should set up to supervisor the more appropriate use of material and products. Energy Saving Management is a long-term planning we should devote more time in designing the subjects occasionally in the three main scopes namely Design Stage, Construction and Erection of Building components. Though there are many contingent factors to hinder our way such as political concerns, human psychology, social ethics, and the surroundings, pirate pace rule over finally. Feedback, decision-making, inspection, testing, sampling energy saving control, production, pre-casting, and the instruction control all count on the coexistence among themselves.

Hong Kong face more or the less the situation as in Mainland China. Pollution climb up the peak and the severe weather we count on. Major problems in energy saving work on the first hand, communication skills and know ledges are the key strategy of sustainable development towards the energy saving approach laid down by Government. The leaflet hand in between the parties concerned energy saving management is not established well among the trade are the problems. On the second hand, the laws and regulations are malfunctioned. Some even not building up energy efficiency codes not up to standard log for their industries. One trade one policy. Unfortunately the building design codes for assorted climatic zones marking 50% energy saving, have been directed but only worst than 5% of newly-elongated buildings as a whole in the country adopting the design codes of building energy saving. Design codes and practice are published on the vellum only not in force. On the third hand, though the "China Energy Saving Law" was trumpeted and also activated in 1998. Non-government intervention is a fiscal policy let the market walk in their way. The chisel is not clearly rehearsed in every walk of life. Fourthly, the environment publication such as the mass media the TV tend to bring out green cycling is good. However, in reality the on-site workers, contractors and consultants not accustomed and easily fake out. More, the platform is too lack in energy saving management and far from exercising. The equipment, technology and process are not accomplished towards the goals of energy saving management. Failure is the consequences the foundation of miserable BESM SKELETON.

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III. Change in Current Situation in China

30-storey energy-saving building mark a change that built up in 15 days with the intention to duplicate the model across the vast and heavily polluted nation.

a) New Features

30-storey energy-saving building The prefabricated building, the five-star T30 Hotel at Dongting Lake, Hunan province which opened on January 18. It is an Internet sensation after time-lapse video posted online showed it being constructed by 200 builders in just 360 hours. Zhang Yue is the billionaire chief executive of the Broad Group air conditioning company always find ways of speeding up the buildings with rollback of waste of materials and energy. The feature is emphasized that quadruple-glazed windows which use energy-saving lighting.

In feeding up with the green environment, the pre-fabrication used much more than most European buildings. In 2013 20 building built up a month and by 2014, up to 50 buildings a month as summarized in the mainland China.

China is much more polluted than Europe and harmful to our health and will offset the economic benefits of our growth The president that constructed the building won a UN Environment Programme "Champions of the Earth" award last year. The cities of China are among the world most polluted after three decades of rapid urbanization. Zhang founded Broad in 1988 with his brother, Zhang Jian that studied thermo dynamics and that revived an old energy-saving technology for non-electric air conditioning which they have now sold in 75 countries around the world. The hotel which is composed of prefabricated parts were made at a factory owned by the Broad Group in Hunan that employs 10,000 people, using steel, glass and insulation sourced inside China. The group has three such factories in China and plans to expand that number to 40 to promote its patented Broad Sustainable Building model at home and abroad.

Energy efficiency indicators of major energy consuming equipment: By 2010, energy efficiency of newly added major energy consuming equipment is expected to reach or approach international advanced level, and some automobiles, motors and household electric appliances are expected to reach the international leading level (See Table 5 & Figure 5)

Table 5 : Energy Efficiency Indicators of Major Energy Consuming Equipment

Items	Unit	2000	2010
Coal-fired industrial boiler (under operation)	%	65	70-80
Medium and small sized motor (design)	%	87	90-92
Fan (design)	%	75	80-85
Pump (design)	%	75-80	83-87
Air compressor (design)	%	75	80-84
Average oil consumption of automobiles (for passenger purpose)	L/100km	9.5	8.2-6.7
Room air conditioner (energy efficiency ratio)		2.4	3.2-4
Electric refrigerator (energy efficiency index)	%	80	62-50
Household gas cooker (thermal efficiency)	%	55	60-65
Household gas water heater (thermal efficiency)	%	80	90-95

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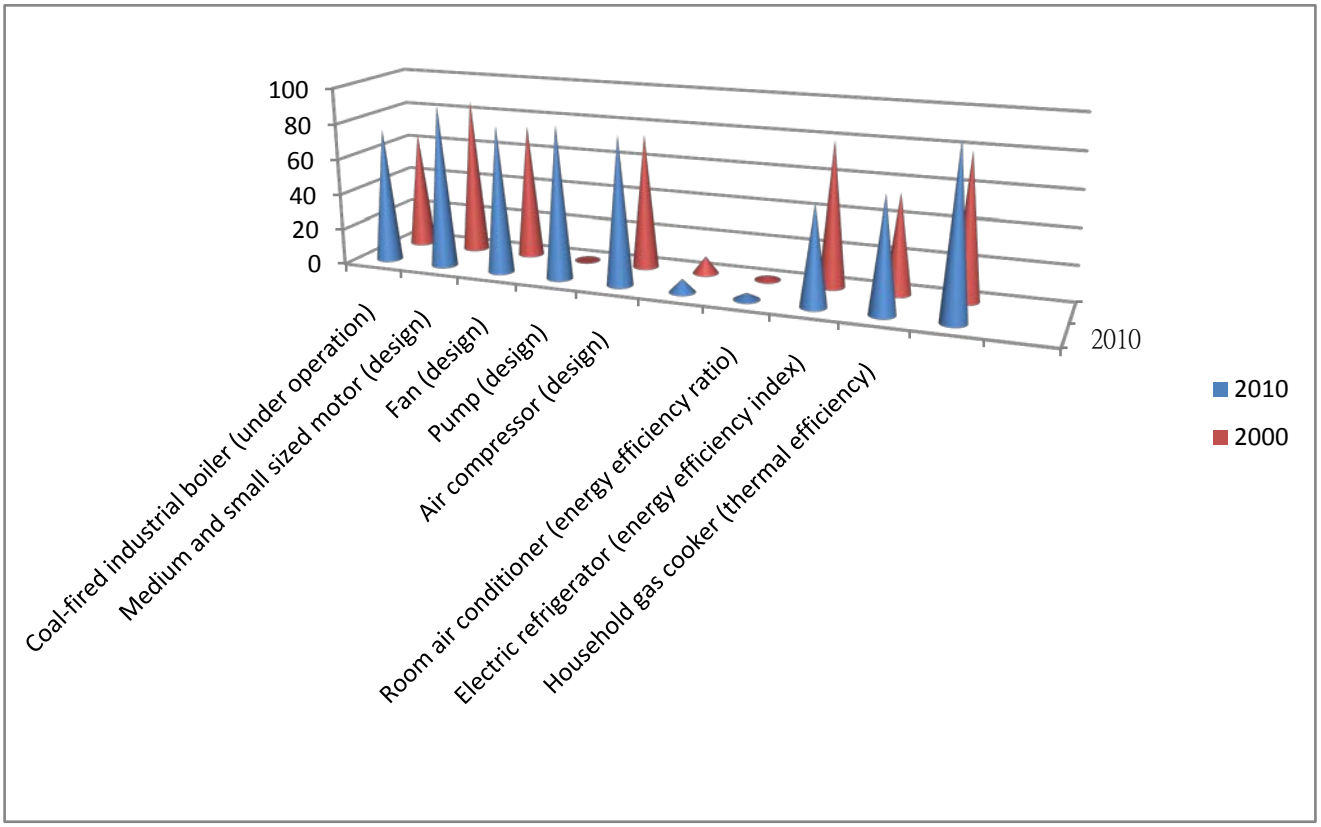

Figure 5 : Energy Efficiency Indicators of Major Energy Consuming Equipment

IV. Conclusion

BES is a relatively new concept in China and Hong Kong, there are at present no courses available to train works, supervisory staff, managers and chief executive officers in the techniques of implementing Building Energy Saving Management Plans in the construction industry. This is one area, which the construction industry in China and Hong Kong should address urgently. In the training programmers, some of the potential problems, as noted in this paper, which are likely to arise during the implementation of BES Plans in the construction industry, must be highlighted. This will help to building industry will function in the manner intended to achieve Building Energy Saving Management construction effectively all around the world. Construction industry is the great demand for energy saving were the problems of our wastes is announcing. Survey has its own constraints. The size we use for sampling is too board in a sense and cannot reflect the specified the real situation details.

The survey cannot truly tell us the inside story of the particular projects. Training is an essential tool to tailor made for our contractors, developers, consultants and engineers and concerned on-site staff. It is recommended that energy saving prove to be the new features of cost-effectiveness in the nowadays economy and is cozy to program the green strategy and peek at the internet or website. More importantly, it is to sum up the medication and modification of the harmful products in industry as they danger our lives. The option of energy culture in the life cycle is a continuous process and cultivation practice is our major issue. Enlightening policies such as labeling the slogans on the site and guiding our ideas and minds on the right track on the energy saving. Once uses the environmental friendly energy saving components in the authorized list is our first step.

The methodology is to quicken the aim of energy saving we should raise up the standards and specification in our countries relatively with the prey and hasten our Government laid down laws and regulations on the energy saving a starting stone. Fine and impose punishment on those who exhaust the energy wrongly. One puts on energy saving technology policy on contour much easy for workers. Energy saving highlights through the mass media deliver the message on energy consumption information, energy saving technology, processing and equipment development in the workplace. The mechanism on the supervision of the energy control on site and accomplish our purpose of energy saving by volume of publications, TV, radio and newspapers. Competition on energy saving is also helpful in our industries compared with overseas. Tailor-made courses for energy saving should be provided to the workers on-site, contractors, engineers and people

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involved in construction. Energy saving management should be initiated in primary stages in the technical institute and vocation education.

The European Union is setting stringent targets for energy efficient buildings-in very specific carbon emission reduction targets to be finished by 2050. There is an acknowledgement that buildings have a long lifespan (and long intervals between significant refurbishments). Significant change needs to be implemented in the very near future to cast on long term goals.

Europeans have strong sense of urgency and commitment to tackling the condition and throughout Europe there are a variety of concepts and voluntary standards for energy effectiveness and efficiency of buildings comprising of Passivhaus, Zero-energy, 3-litre, Plus-energy.

Simultaneously, energy saving is a long-term strategic guideline in China own economic and social development. It is urgently that the NDRC has therefore commutated the plan of Energy saving, which aims to pushing the whole society towards energy saving and energy intensity reduction, to removing energy bottlenecks, to building an energy saving society, and to promoting a sustainable social and economic development. The objective of building a society that is seeing each side in every aspect. The programming period is divided into the Eleventh Five Years Plan period running to 2010 and the period from 2010 to 2020. The energy saving objectives and the focus of development by 2010 are implemented whereas the objectives stated for 2020 are proposed. The Plan is as follows: key areas and key energy saving projects; implementation measures; the current situation in respect of energy utilization in China; tasks for energy; the way forward for energy saving, principles and objectives.

There are hundreds of Building Energy Saving Management services (BESM) companies in China and worldwide including both multi-national and domestic industries. However, this research only focus on couple world-wide largest Energy Saving Management services provides engaged with China's operations. Finally, the study sequences should be performed on order to achieve energy efficiency & intelligence. Building Energy Saving Management is Building Energy Saving Genius.

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Managerial Entrenchment and Stakeholder Satisfaction Tunisian Listed Companies Case

By Dorsaf Ben Taleb & Mohamed El Ghourabi
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Abstract - The effect of CEO entrenchment has often been attached to the company owners wealth measured by financial performance. CEOs are more concerned about coalition members, and recognized the importance of integrating stakeholders into the evaluation system of managerial performance. In this paper, we focus on the evolution of governance systems by integrating stakeholders' perspective. We illustrate the crossing from the "shareholder" approach to "partnership" approach as part of the activism of managers. Based on some managerial performance ratios as input, our approach is to use a combination of rough set theory, the genetic algorithm and support vector machines to predict whether satisfaction can be a factor that promotes CEO entrenchment. From a sample of 45 Tunisian companies listed during the year period 2008, we evaluate the stakeholders' influence on the CEO entrenchment strategy. The proposed approach shows that a CEO who cares about his en-trenchment, can provide very favorable conditions to em-ployees and customers who contribute to reduce his risk of being dismissed, to overlap his term of office and even exceed his retirement age.

Keywords : *governance, CEO entrenchment, employee satisfaction, stakeholder theory, rough set theory, ge-netic algorithm, support vector machines.*

GJMBR-A Classification : *JEL Code: M00, M19*



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Keywords : governance, CEO entrenchment, employee satisfaction, stakeholder theory, rough set theory, genetic algorithm, support vector machines.

I. Introduction

For fifteen years, much research has been concerned with effective governance mechanisms. These studies have inspired the basis for the managerial activism that the entrenchment theory assumes. This latter thus presumes the control entities' failure to induce management leaders in accordance with the interests of capital owners. It also argues for a leaders' career strategy inside the company evoking the possibility of expanding "space discretion", or power extension as many studies have noted sidestep manoeuvres accepted by the leaders to avoid or even overcome control mechanisms. Yet, the rooting effect analysis has often been linked to shareholder wealth measured by financial performance. Castanias and Helfat [1992] and Garvey and Swan [1994] stipulate that the officer is supposed to retain the time it provides a minimum level of profitability for investors. In fact, Marois et Bompoint [2004] argue that for the company's financial management, the governance system defends both the use and the obligation of the leader to create shareholder value as the first proposals for the agency theory. However, with the evolution of governance systems, we have recorded the alteration of the shareholde's value of to a "partnership" value (Maren, 2003).

The extension of the leaders' concerns to the different coalition members has thus recognized the importance of a diverse shareholders' satisfaction. Under the light of these observations, we will try, in this work, to contribute to the earlier literature dealing with the phenomenon of entrenchment by involving key stakeholders of the firm, including investors, customers and employees, in the frame of arguing the theory of the roots as tool governance. The involvement of stakeholders refers to expanding the notion of organizational performance, where the indicator is no longer confined to the financial dimension through shareholder value, but does also incorporate the stakeholder value. This latter is actually neglected in the analysis of the rooting phenomenon.

We therefore introduce the stakeholders' satisfaction and managerial activism. In this way, we suggest the obvious importance the coalition in corporate governance. An answer to the following question is thus suggested: What is the satisfaction's role of stakeholders in the business of rooting leaders? This work, thereby, aims at studying the satisfaction of the main stakeholders as determinant of rooting leaders. Therefore, it foresees to start the debate on governance partnership within the framework of managerial activism. In relation to the raised subject matter and in accordance with the above objective, this research will consist of two main parts. The first part is but an effort to clarify the conceptual framework that structures the relationship between entrenchment and stakeholder satisfaction. The second one will empirically validate the theoretical model developed in the preceding part. Based on some relevant tools of data mining such as support vector machines (SVM), rough set theory (RST) and Gaussian case based reasoning (CBR) clustering; we found that the highest accuracy rate is the rate is the rate of employees' satisfaction. Then, the latter is an interesting factor that should explain the CEO entrenchment. The reminder of this work is organized as follow. Section 2 outlines Rooting and stakeholder satisfaction. The data mining approaches are given in section 3. An empirical study was done in section 4.

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II. Rooting and Stakeholder Satisfaction

Recognizing the weights of individual coalition members about the prospect of managerial actions must have caused several researches in the context of the "partnership governance". In this regard, the stakeholders will have a role in exploration or even auditing that aims at avoiding false communications and ensure that the societal strategies are not a simple duty officers (Capron and Quairel, 2002). In its expanded version, and in accordance with a more comprehensive view of efficiency (Charreaux 2002), the integration of other partners of the organization rather induces qualitative criteria. The financial criteria for assessing the wealth of shareholders are no longer exempt from weakness, particularly as regards the difficulty of measuring and "the risk of short-termism (Albouy 1999). Hence, we speculate about the extent of their involvement in managerial activism. Consequently, several questions appear: “Are the "stakeholders" capable of defeating the leadership decisions or will they partner with managers to strengthen their policies? Will they fit into the logic of a minimum return (Castanis and Helfat 1992) and maintain the leadership in place or will they oust the holders of deviant behavior? Can we talk about a role of executive oversight by stakeholders or rather an appreciation of the stakeholders lever rooting? We present this as a sub-part here to clarify the proper role of stakeholders in the context of managerial activism. We will deal with the particularity of the relationship customers, employees and shareholders. These speakers represent key organizational actors.

a) Entrenchment and Customer Satisfaction

The treatment of customer / political leader in the rooting is based on the mobilization of implicit contracts. In their activism, the leaders support the use of informal contracts that are specific (Shleifer and Vishny 1989). They are based primarily on their reputation or network of trust that they will be able to (Breton and Wintrobe, 1982). In this context, the leader can maintain good relations with some customers and bind their loyalty to his presence at the company's management. As a result, shareholders will not have to break with it for fear of losing key customers to competitors (Charreaux, 1997). Thus, we presume that customer’s loyalty will promote entrenchment.

b) Entrenchment and Employee Satisfaction

The managerial activism through the employee’s satisfaction depends on the development of internal networks’ relationships. These internal branches are based on the agreement or in-kind benefits, bonuses or the promise of great deals.

Leaders can agree to enter into implicit on tracts with employees in exchange for greater productivity and prospects for promotion (Charreaux, 1997). These incentive policies geared towards enhancing its legitimacy near shareholders in conflict situation. Employees may well perceive that their remuneration is contingent on the continuity of the management team (Parrat, 1999). In this perspective, the leader often tends to increase the size of the firm and the number of hierarchical levels or even invest in activities which he holds with these actors a comparative advantage (Charreaux, 1997). Employees, will thus interest in what theofficer is not replaced, and may even work for keeping him at the head of the organization. Consequently, satisfaction of employees promotes the entrenchment of management.

c) Entrenchment and Shareholder Satisfaction

Shareholders’ perception of managerial activism through shareholder satisfaction is based on valuation of specific investments. The amplification of such investment reduces both the competition in the labor market and the number of team’s competitors able to manage the firm and maximize shareholder wealth, giving free rein to opportunism. These investments "idiosyncratic" better able to administer than other business assets, allow them to get rents otherwise they would not have created (Castanis and Helfat, 1992; Garvey and Swan, 1994). They transform the enterprise space for creativity and innovation likely to achieve their membership and their cohesion with other partners of the organization. Accordingly, shareholders and other partners of the firm benefit indirectly from rooting. The leaders are expected to maintain their place as they provide shareholders with minimum return (Charreaux, 2009). Satisfaction enhances shareholder, then the roots of leaders. Through the review of literature, lectures and explanations in this first part, we reviewed the work to define the dependence of the entrenchment in respect of organizational performance, proven by the satisfaction of main stakeholders in the framework of "partnership governance". We designed in this way, an analytical framework that helps us better understand the relationship covered by our study. The previous shared research and interpretations, have led to question a set of assumptions theory that offers us the opportunity to refine our problem and our research on rooting leaders through the appreciation of the main stakeholders. Our processing logic based on a fundamental premise, consists in the fact that the stakeholder satisfaction, whether it concerns customers employee or shareholder, is able to promote managerial activism. As the various members’ coalition, this contentment, no intervention can register under the revocation of the managerial entity. These leaders, despite their inclination and their opportunistic appropriation of rents at the expense of other parties stakeholders are able to retain both they provide a minimum level of profitability. These different assumptions will be raised an empirical validation given in the following section. The empirical study is based on specific ratios as input data. Our

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approach integrates RST, GCBR clustering, real valued genetic algorithm (RGA) with SVM. This combination was justified by a high accuracy rate's tool (Telmoudi et al. 2011).

III. Theoretical Framework

a) Support Vector Machines

SVM is a machine learning technique developed by Vapnik (1995). It can be used for regression, classification and prediction. In SVM process generally they search the optimal hyper plane by maximizing the margin of the separating hyper plane while ensuring the accuracy of correct classification. In the non linear case data are not separable; where a kernel function should be introduced. The problem is experimented as follow:

$$\min F(w\,\xi) = \frac{1}{2} w^T w + C \sum_{i=1}^{N} \xi_i \quad i = 1, 2, \ldots, N \quad (1)$$

subject to:

$$y_i [w^T \varphi(x_i) + b] \geq 1 - \xi_i \quad i = 1, 2, \ldots, N \quad (2)$$

$$\xi_i \geq 0, \quad i = 1, 2, \ldots, N \quad (3)$$

Where, is the normal vector of the hyper-plane, $\varphi(x_i)$ is the transformation function, b is the bias value, $X = \{x_1, x_2, \ldots, x_N\}$ is the training data set, $y_i = \begin{cases} +1 \\ -1 \end{cases}$ is the label associated to case (i), N is the number of samples, the regularization parameter C is the tradeoff between minimizing fitting errors and minimizing model complexity and ξ is the slack variable.

To solve this equation we use the Lagrange formulation and Krauch-Khun- Tucker condition:

$$\text{Max } L_D = \sum_{i=1}^{N} \alpha_i - \frac{1}{2} \sum_{i=1}^{N} \sum_{j=1}^{N} \alpha_i \alpha_j y_i y_j \varphi^T(x_i) \varphi(x_j) \quad (4)$$

Subject to:

$$\sum_{i=1}^{N} \alpha_i y_i = 0, \quad i = 1, 2, \ldots, N \quad (5)$$

$$0 \leq \alpha_i \leq C, \quad i = 1, 2, \ldots, N \quad (6)$$

$$\alpha_i [y_i (w^T \varphi(x_i) + b) - 1 + \xi_i] = 0, \quad (7)$$

$$\mu_i \xi_i = 0 \quad (8)$$

Where, α_i is the Lagrange multiplier, and $\varphi^T(x_i)\varphi(x)$ tends to be replaced by the radial basis function proved performent in the study of Smith et al., (2000).

$$K(x, y) = \exp(-|x - y|^2 / \sigma^2), \quad (9)$$

b) Rough Set Theory

RST is a machine learning method developed in 1980 by Pawlak (1981). It is a non parametric technique; it can be employed for discovering facts from imperfect data. Pawlak (1991) shows that RST "does not need any preliminary or additional information about data such as probability distribution in statistics, basic assignments in the Dempster-shafer theory or grade a membership or the value of possibility in fuzzy set theory". RST can be used as a data preprocessor, where it can reduce data dependencies and reduce unnecessary attributes with no information loss and identify subsets of potentially essential explanatory variables. The basic concepts of RST are the information system, variable reduction and decision table. Concerning the information system, RST defines three regions based on the equivalence classes induced by the attributes values: Lower approximation $\underline{p}(x)$ contains the entire objects which are classified surely based on data collected. Upper approximation $\overline{p}(x)$ contains all the objects which can be classified probably. Boundary approximation is the difference between the upper approximation and lower approximation. An ordered pair ($\underline{p}(x)$; $\overline{p}(x)$) called a Rough set.

There are two fundamental concepts: A reduct of knowledge and the core where the core is the intersection of several reducts in the information system; sometimes the core can be empty.

For the decision table S = (U; C U D) its reduction is in fact to reduce the number of condition attributes (C) with respect to decision attributes (D).

c) GCBR_Clustering

The GCBR_clustering method is based on the similarity information. Shiu et al. (2000) were the first ones who developed the clustering based information similarity (relational clustering). And they proved that this method is performant than classical ones such as k-means clustering.

There are several methods which can be used to retrieve similarities between each pair of cases. In the literature, researchers are in daily search of appropriate measures of similarity. The Gaussian case based reasoning (GCBR) proposed by Li and Sun (2009) was proved performent.

Based on the similarity relation derived from the GCBR method, and Telmoudi et al. (2011), the case base can be divided into sub clusters, using the following algorithm:

Step 1 : Determine the similarity matrix

Step 2 : Fixe a centroid X representing a reference that has the maximum values of variables.

Step 3 : Determine clusters according to the rule "case i" belong to the cluster 1 if and only if SIMxi > Mean SIM

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and belong to cluster 2 otherwise, i=1,…,N. Where SIM is the similarity founded in step 1 and N the number of the observations.

d) Real Valued Genetic Algorithm

The RGA uses a real value as a parameter of the chromosome in population without performing coding and encoding process before calculate the fitness values of individuals (Haupt and Haupt (1998)). The real valued genetic algorithm is more straightforward, faster and more efficient than the binary genetic algorithm.

IV. Empirical Study

The data used in this study concerns Tunisian companies listed during the period 2008. In order to predict which satisfaction can be a factor that promotes CEO entrenchment, our experiment has been based on three databases containing managerial performance ratios concerning shareholders, customers, and employees.

Throughout variables initially used in the three databases, there are 7 common attributes which are the accumulation of mandates (AM), seniority on the board (SB), duration of the mandate (DM), number of mandates before his nomination (NMBN), number of mandates after his nomination (NMAN), Age (AGE) and seniority in the firm (SF) that explain the CEO entrenchment. In addition to these variables, there are some other variables that explain specifically shareholders' satisfaction: return on assets (ROA) and return on equity (ROE). For customers' satisfaction : The 10 determinants of service quality (Parasuraman et al. 1985), Access, Communication, Competence, courtesy, credibility, reliability, responsiveness, securities, tangibles, understanding/ knowing the custmor. For employees' satisfaction; see appendix.

In this study, we treat separately these three databases in order to predict which satisfaction can be considered as the crucial one for CEO entrenchment based on RST-GCBR_Clustering-SVM model.

The proposed work consists of three basic steps. First, we apply the RST algorithm for key attributes selection. Then, we select the pre-processed data in order to use them as input in the clustering process based information using GCBR. Finally, generate prediction using SVM.

For minimizing misclassification rate, based on RST method using the ROSETTA software, we select 5 key variables out of initial variables used in order to explain shareholders satisfaction. Table 1 shows the selected variables.

Table 1 : Selected variables for shareholders satisfaction using RST

Variables	Maximum	Minimum	Std.dev
AM	1	0	0,4711553
NMBN	15	0	3,87762051
NMAN	16	0	4,47939846
ROA	3	-8	1,29786782
AGE	120	8	20,1799908

After assessing the key attributes, these variables were used as input data of the GCBR_clustering process based on information similarity. In this step, the whole database will be partitioned into two sub clusters where the centroid of cluster1 is a reference firm that have the highest values of each variable. Thereby, firms belong to cluster 1 if their similarity value is higher than the mean of all the similarity values in the sample, otherwise it belong to cluster 2. As a result we find based on selected variables that cluster 1 contains 28 firms and cluster 2 sized 17 firms. These two new databases are used as input of SVM in order to predict if the shareholders satisfaction explain adequately CEO entrenchments.

In the final step, we use the radial basis function as a kernel function, where the parameters are optimized using the RGA algorithm. For validation, we use the holdout cross validation, where the entire data is partitioned into 2 sets one for training and one for testing. The results of diagnosis model are summarized in Table 2.

Table 2 : Diagnosis results for Shareholders satisfaction Accuracy rate

	Accuracy rate
Cluster 1	64.2857
Cluster 2	64.7059
Average accuracy rate	64.4958*

The rate 64.4958 shows that we cannot predict accurately if shareholders are satisfied or not, thereby, it can lead to rise up the risk of CEO dismissing. Therefore, the shareholders satisfaction cannot be considered as a factor that promotes CEO entrenchment.

Concerning the customers and employees databases containing 881 observations, the same steps are followed, where the results were as follows. For customer database, out of 13 variables initially used 9 variables were selected. For the employees, out of 25 variables, initially used, 15 key variables were selected.

Based on these variables, new databases based on GCBR_Clustering are generated in the second step. Where, for customer database, cluster 1, has as a centroid a reference customer where he has the maximum variables values. Following the rule that customers belong to cluster 1, if the similarity is higher the mean of all the similarity values, otherwise belong to cluster 2. Thereby, cluster 1 contains 417 customers while cluster 2 contains 464 customers. As well as for employees, the reference employees has also the same characteristics as the reference client. Thereby, cluster 1 become sized 455 employees and cluster 2 contains 426 employees.

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Once the new databases are found, we apply the SVM in order to predict which of three satisfactions cited above serves to promote CEO entrenchment. Table 3 and Table 4 summarize the performance of SVM prediction for customer and employees respectively.

Table 3 : Results of diagnosis model for customers' satisfaction

	Accuracy rate
Cluster 1	63.5491
Cluster 2	82.1121
Average accuracy rate	72.8306*

The rate 72.8306 is not so higher, thereby the customer satisfaction prediction still not performant, so we cannot predict adequately their satisfaction therefore it cannot allow explaining adequately CEO entrenchment.

Table 4 : Results of diagnosis model for employees' satisfaction

	Accuracy rate
Cluster 1	85.9341
Cluster 2	95.7746
Average accuracy rate	90.85415*

The average accuracy rate of the employees' satisfaction is high and it shows that we can predict employee satisfaction accurately, thereby, employees' satisfaction can be considered as a factor that serves in CEO entrenchment.

Through Tables 3 and 4, we found that the highest accuracy rate is the rate of employees' satisfaction. Thus we can conclude that the employees' satisfaction can be a crucial factor that can promotes CEO entrenchments, in second steps comes the customer satisfaction and at least the shareholders satisfaction.

V. Conclusion and Summary

The simplistic view of corporate governance, concerned only with the interests of shareholders, has highly been controversial (Bahgat and Black, 1999). Hence, we are witnessing an attempt to extend the Positive theory agency to address the various relating criticisms. New control mechanisms and incentive systems must be considered to preserve the interests of all partners and the optimization of stakeholder value. Thus, by integrating the power phenomenon and dependence resources, stakeholders are taken into consideration.

In this framework, our advanced results enable the emphasis on the transition from orientation to shareholder value instead of partnership. Our descryptive research of rooting leaders through the satisfaction of key organizational actors allowed us to demonstrate the weight of the intervention of customers, shareholders as well as employees as part of managerial activism. The leader may have a quality -based relaltionship with certain customers and relate their faithfulness to his attendance at the firm's management. Hence, these shareholders won't aim at breaking with him fearing to lose important clients to the profit of competitors. Moreover, the leader knots his own relational inter network that enables him to delegate some managerial tasks to his collaborators. The satisfaction of employees seems to reinforce the entrenchment of leaders realized by the combination of mandates and increased number of terms before and after being named CEO. Besides and in relation to the previous results, we confirmed the entrenchment of the leaders thanks to the shareholders' satisfaction. The leaders are supposed to preserve their place as they provide a minimum return to shareholders (Castanias and Helfat , 1992 , Garvey and Swan, 1994) still looking at the level of minimum profitability that enables to reinforce its activism.

In this orientation, as opposed to reflections Messonnet (1999) argues that shareholder value as a guiding principle of the evaluation of the company, we have enhanced the weight of other stakeholders.

Indeed, methods Performance Assessment Organizational have, so far, built around financial criteria involving only owners. As part of this research have succeeded in showing the number of employees on enlargement of the discretionary space for managers. Although, the roots of leaders are dependent the satisfaction of our key players organizational, a large weighting is allocated to employee satisfaction. We stipulate that the relational networks established with employees the organization are able to promote their rooting Organizational. The pay salaries are able to support the head in place until they are satisfied. The latter can probably develop incentive policies cash or in kind to rally them to their causes. Compared to the Tunisian context, the wave of dismissal of the Tunisian leaders after the revolution January 14, 2011 explains the strong relationship between rooting and employee satisfaction. The disgruntled staff rallied after a large silence to clear all the leaders who are trying to serve their own interests at the expense of social welfare.

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Appendix

List of items retained after the literature review for the overall employee satisfaction

In your current job, are you satisfied of
your career opportunities?
working conditions?
opportunities to do different things from time to time?
your importance to others?
how your boss directs its employees (human relations)?
the competence of your supervisor in the decision-making (technical skills)?
opportunities to do things that are not contrary to your conscience?
the stability of your job?
opportunities to help people in the business?
opportunities to tell people what to do?
opportunities to do things that use your abilities?
how the rules and procedures of the company are being application?
your salary from the important work you do?
opportunities to make decisions on your own initiative?
opportunities to stay busy all the time during the working day?
opportunities to work alone in your job?
how your colleagues agree among themselves?
compliments you receive for achieving a good work?
the sense of accomplishment you withdraw from your work?

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Time Management

By Dr. Zafor Mamoon
Eastern University

Abstract - Scores of articles and books have been written on managing time more effectively and using time more wisely. They all are, presumably, well intentioned, and all have something to say to the executive who really wants to "get a better handle on how I use my time." But, as Peter Drucker observes, "Most discussions of the executive's task start with the advice to plan one's work. This sounds eminently plausible. The only thing wrong with it is that it rarely works. The plans always remain on paper, always remain good intentions. They seldom turn into achievement." Perhaps the reason that Drucker's observation is correct is that most of us pay lip service to the concept of self-discipline. We recognize it is "right" and "good." But we are not really convinced that we want to turn ourselves into automations in the work situation and become the most efficient, hardest working, hard-driving executive in the cemetery. We unconsciously feel that working hard and efficiently is working at "a killing pace," and we don't want to do that at the expense of our life force. When we say "I'm just killing time," what we really mean is "time is killing me – and I'm not ready to go." That is why efficiency planning seldom works – efficiency is the wrong first objective.

Keywords : *performance, discipline, selection, efficient, priority.*

GJMBR-A Classification : *JEL Code: M12*



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Keywords : performance, discipline, selection, efficient, priority.

I. Dieting and Time Management

The philosophy of our approach is similar to that of improving one's eating habits. There are, literally, dozens of diets that have been developed for the purpose of losing a given number of pounds in the space of a specified number of days. We accept the promise of rapid weight reduction and "go on the diet," but seldom do we stay with it. It is only when the person recommending the diet does so as a method of changing and improving eating habits over a long period that it becomes accepted and popular, not just as a diet, but as a way of life. Brumet, Flamholtz and Pyle (2011).

Similarly, most prescriptions for time management fail because they do not recognize the individual's most important objective. With a few workaholic exceptions, most people find something more important in their total life-style than work itself. While embracing the need for studying techniques to work more efficiently, we subconsciously resent the prescription to work more efficiently, just as an hourly worker resents a time-and-motion study to set piecework rates. Flamholtz, Bullen and Hua (2010) Working more efficiently is a form of self-discipline, and self-discipline in the minds of many is equivalent to "punishment." And so it is, as Drucker so astutely observes, that planning one's time "rarely works."

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Is there a better approach? We believe that there is. We will arrive at most of the same suggestions and offer many of the same techniques for working more efficiently that the disciplinarians offer, but hopefully with a different focus on the part of you, the individual. Glendinning (2012).

II. The Concept of 168

We believe the short-term approach is the most important and most promising method of dealing with time management. All of us start each week with 168 hours – no more, no less.

As you contemplate the coming week, "what is the most important thing I want to do, or accomplish, or finish?" In short, "what is my primary objective this week?" For some, it may be a work-related goal; for others, it might be recreation, spending two evenings just watching ducks on a pond. For most, there usually is a reason why we are willing to spend a week working, performing some unpleasant tasks, and doing what we tall ourselves "we really ought to do." Rodger and Hunter (2010). If we can just identify that one thing, everything else seems to fall in place. We have uncovered the reason for doing everything else. This reason is the most important motivating force during the week. Simply by anticipating it often, it can keep us going happily.

Now, having identified the single most important activity during the week, we can determine how many of the 168 hours we want to spend in that activity. It is four hours? Six hours? Eight hours? More? Whitmore (2009). Having subtracted those key hours from 168, we now know how many hours we have left for all other activities. Let us assume our most desired activity will require 10 hours. This means we have 158 hours left.

III. The Time Allocation

The weekly 168 hours is not called a time "budget," since budget is a distasteful word to many persons. We have "skimmed" the 10 hours for our most important activity right off the top. Now, let us see how the other activities fall into place. Pope (2009).

The generally accepted norm for sleep is about eight hours a night. For some, it may be more, for some, less. But eight hours times seven days is 56 hours, leaving 102 hurs (after we subtract 10 hours for our key activity). If we subtract one hour a day for morning wake-up activities, we have 95 hours left. If we subtract two and one-half hours a day for meals, we have 67½ hours left. Assuming work week of 40 hours, we have 27½ hours for being with family or friends, watching

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television, reading books or periodicals, taking in a sports event, jogging, playing tennis or golf, or whatever else we want to do. Mathis and John (2009).

To summarize:

Allocation	168	
Key activity	10	
Sleep	56	
Morning shower	7	
Meals	17½	
Commuting	10	
Work	40	+ ?
Total	140½	
Residual	27½ hours	

Now there are two temptations. The first is to cut hours out of some of the above: "I don't need eight hours for sleep or two-and-a-half hours for meals. It is a better idea to make minor adjustments, not drastic ones at this point. The second temptation is to want to prioritize all activities in the coming week. But beyond that first and most important activity, identify no more than three other priorities at this time – a total of four. One of the three might be a family goal (going to visit the grandparents next Sunday, for example): one might be work related (writing that report your superior has been demanding for weeks); and one might be financial (getting checks and receipts ready to do the income tax return). Thompson and James (2007).

Notice the slight shift in emphasis. Your top priority should be the key reason why you will go through another week. The next three may be a combination of recreational and duty objectives. Life cannot be all recreation, but without recreation, or re-creation, life becomes the master and we the servant. It is not necessary to embrace hedonism to understand that the play function is vitally important in living the full life. These four objectives, then, should give us reason to look forward to the coming week. Their accomplishment will allow us to look back on a week well spent. Pope (2009).

Perhaps you enjoy your work. Surveys show that the vast majority of small business principals do enjoy their work. It is a central focus of their lives. But it should be only after you have decided on the time you need for yourself and your family – your four top priorities – that you should even consider improving work effectiveness.

IV. Performing the Time Analysis

Almost invariably, small business principals, and most other people, have imperfect memories about how they spend their time. We may know how long we sleep, how long it takes to eat three meals, how long it takes to commute. But we simply cannot reconstruct the previous week to determine what problems we solved, the interruptions we faced, what crises we met. The memory of what went on in a meeting may stand out, but reconstruction of a week is virtually impossible. Fay, Howard and Charles (2007). In fact, we may think we did certain things because we know we should have done them, but did not.

In furthering our short-range study of objectives and activities, keep a record of time spent during the coming week. In the Daily Time Log that follows, each hour is divided into four 15-minute segments. Aside from the time spent at work, you might use symbols – M for meals, A for ablutions, S for social, F for family discussions and activities, E for exercise (jogging, walking, golf, or whatever), R for recreation. C for commuting, W for time wasted, and P for pro-crastination. Bacal (2008).

At work, you might be more specific in identifying the manner in which time was spent, so that you can tally the times more easily. You may choose to follow D discussion with Frank and Joe by the letter W (wasted time). You may choose to evaluate some unproductive meetings with a similar W. You will want to invent other symbols for letter writing, meetings, crises, interruptions, and so on. Bannister and Balkin (2005).

Daily Time Log

Date ……..

Time	Activity	Importance	Notes
7:00 a.m.	_____	1 2 3 4 5	_____
7:15 a.m.	_____	1 2 3 4 5	_____
7:30 a.m.	_____	1 2 3 4 5	_____
7:45 a.m.	_____	1 2 3 4 5	_____
8:00 a.m.	_____	1 2 3 4 5	_____
8:15 a.m.	_____	1 2 3 4 5	_____
8:30 a.m.	_____	1 2 3 4 5	_____
8:45 a.m.	_____	1 2 3 4 5	_____
9:00 a.m.	_____	1 2 3 4 5	_____
9:15 a.m.	_____	1 2 3 4 5	_____
9:30 a.m.	_____	1 2 3 4 5	_____
9:45 a.m.	_____	1 2 3 4 5	_____

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10:00 a.m.		1 2 3 4 5	
10:15 a.m.		1 2 3 4 5	
10:30 a.m.		1 2 3 4 5	
10:45 a.m.		1 2 3 4 5	
11:00 a.m.		1 2 3 4 5	
11:15 a.m.		1 2 3 4 5	
11:30 a.m.		1 2 3 4 5	
11:45 a.m.		1 2 3 4 5	
12:00 noon		1 2 3 4 5	
12:15 p.m.		1 2 3 4 5	
12:30 p.m.		1 2 3 4 5	
12:45 p.m.		1 2 3 4 5	
1:00 p.m.		1 2 3 4 5	
1:15 p.m.		1 2 3 4 5	
1:30 p.m.		1 2 3 4 5	
1:45 p.m.		1 2 3 4 5	
2:00 p.m.		1 2 3 4 5	
2:15 p.m.		1 2 3 4 5	
2:30 p.m.		1 2 3 4 5	
2:45 p.m.		1 2 3 4 5	
3:00 p.m.		1 2 3 4 5	
3:15 p.m.		1 2 3 4 5	
3:30 p.m.		1 2 3 4 5	
3:45 p.m.		1 2 3 4 5	
4:00 p.m.		1 2 3 4 5	
4:15 p.m.		1 2 3 4 5	

Time (cont.) Activity (cont.) Importance (cont.) Notes (cont.)

Daily Time Log (cont.)

4:30 p.m.		1 2 3 4 5	
4:45 p.m.		1 2 3 4 5	
5:00 p.m.		1 2 3 4 5	
5:15 p.m.		1 2 3 4 5	
5:30 p.m.		1 2 3 4 5	
5:45 p.m.		1 2 3 4 5	
6:00 p.m.		1 2 3 4 5	
6:15 p.m.		1 2 3 4 5	
6:30 p.m.		1 2 3 4 5	
6:45 p.m.		1 2 3 4 5	
7:00 p.m.		1 2 3 4 5	
7:15 p.m.		1 2 3 4 5	
7:30 p.m.		1 2 3 4 5	
7:45 p.m.		1 2 3 4 5	
8:00 p.m.		1 2 3 4 5	
8:15 p.m.		1 2 3 4 5	
8:30 p.m.		1 2 3 4 5	
8:45 p.m.		1 2 3 4 5	
9:00 p.m.		1 2 3 4 5	
9:15 p.m.		1 2 3 4 5	
9:30 p.m.		1 2 3 4 5	
9:45 p.m.		1 2 3 4 5	
10:00 p.m.		1 2 3 4 5	
10:15 p.m.		1 2 3 4 5	
10:30 p.m.		1 2 3 4 5	
10:45 p.m.		1 2 3 4 5	
11:00 p.m.		1 2 3 4 5	
11:15 p.m.		1 2 3 4 5	
11:30 p.m.		1 2 3 4 5	
11:45 p.m.		1 2 3 4 5	
12:00 p.m.		1 2 3 4 5	

midnight

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Many of the books and articles on time management tend to generalize. But you, and only you, can develop a specific plan for you. And you should be the only one to evaluate your activities.

V. Spending Your Time

At the end of the week, you will have the necessary information to make your own value judgments about how well you use time. The results usually are surprising. Most people find that they spent their time in a manner much differently than they thought they did. But, remember, this is not an exercise in self-flagellation. It is an effort to make life more rewarding and satisfying. Before we ask ourselves how much time we could have saved, it is important to ask "what would we have done with the time we could have saved?" we can do this as we go through the week of our time inventory. What would you really have liked to do? See a sporting event? Go to the track? Drive in the country to see the fall colors? Watch a sunrise at the shore? Buy a sailboat? Spend a weekend in New York to see a show and enjoy Sunday branch? Bourne, Franco and Wilkes (2008).

Make a long list, so that you can select the four priorities for the following week. Only by following this method will you have a season for improving your time management. Only in this way will you have an incentive for becoming more efficient at work. Just as diets fail, but new eating habits remain, so time disciplines fail, but a new way of life can become your way of life. You will wake up each morning happy to see the new day, because there is gold at the end of the rainbow in terms of your personal satisfaction. Your family and friends will find that you are a happier person and more fun to have around. Each week will become richer and more rewarding, even if you list no more than four main objectives for each seven days. Cynrthia, Lyle and James (2007). Resist the temptation to add to the list of four. Keep the "shopping list" of things you would like to do only to help pick out four attainable objectives for the following week. And insists to yourself that at least two of your four objectives – the first priority and one other – will be activities that bring the greatest happiness to you.

You will find that your hours away from work are more easily channeled into things you really like to do – a weekly movie, a family meeting, helping your son or daughter with homework, or a nap on Sunday afternoon after the game on TV. Recreation and recreation are what life is all about. For some, it may involve a course in arts and crafts. For others, it may involve enrolling for a postgraduate degree or a series of karate lessons.

The message is simple, but profound. Only after analyzing how you spend your time away from work and only after adjusting those 128 of the 168 hours so that they give you maximum reward and satisfaction, only then will you find the incentive to tackle your efficiency during the 40 or more hours you spend on the job. Perhaps, you say, others can work 40 hours a week and get away with it, but my business requires 60 or 70 hours a week. Perhaps that is true. But only if you have determined how to get maximum satisfaction from the hours away from work will you be willing to do a meaningful time analysis of your own working habits on the job. Cynrthia, Lyle and James (2007). But we must give ourselves an incentive to embrace discipline – and the incentive must be happiness and well-being.

VI. Developing

a) A Personal MBO Program

In Chapter 19, we set up a Management by Objectives program to improve the management control of your business. We also have discussed the use of MBO in improving the financial control system systems in your business. At the end of this chapter is an exercise in setting up an MBO program for your personal life. It is not included as an exercise in operating your business more efficiently. Armstrong and Angela (2009). It is, rather, an exercise in finding satisfaction and reward from all of your activities, and, specifically, form rearranging your activities in nonworking hours so that you can spend them as you really wish to do.

We have deliberately concentrated on your nonworking hours until this point for two reasons:

- There are many more nonworking hours than working hours.
- The incentive of personal satisfaction and well-being in the leisure hours is a more effective incentive than self-imposed disposed discipline in work.

VII. Time Management

a) Working Hours

First, leave the subject of "increased work efficiency" until you have successfully changed your time habits in the portion of the 168 hours that are not spent in the work situation. Second, use the same incentive motivation in your working time that you used in your personal time. This is to say that the study of the "time wasters" should be let until you have a specific list of things you will do with the time you plan to save.

We propose a three-step formula: (1) dissatisfaction, (2) clarified objectives, and (3) personal incentive to improve. An executive does not improve by deciding that he or she needs more self-discipline. The executive can only improve his or her time usage at work if he or she has specific incentives for such improvement.

Since few business people can remember how they spent their time with any accuracy, the first step is a time audit – listing where your time goes for a normal two-week period. Using the symbols that you previously adopted, you can, at the end of each work day, add up

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how you spent your time in each activity. You probably will be dissatisfied and decide, after a day or two that you are going to start disciplining yourself more severely. Do not yield to the temptation, yet.

Set aside a couple of evenings for your work planning, for your career objectives, for finding the best answer to where you are going. Remember setting forth your statement of personal goals and objectives. This is planning for your desired "way of life," or life-style. If you have done just that, you can refer to your planning sheets as you begin your time analysis in the work situation.

If you had a job description for your job before you started the MBO program for yourself, you will see a significant shift in your thinking. The job description is process oriented – a shopping list of activities for which you are responsible. The MBO is goal oriented, directing your efforts to the attainment of goals and objectives you really want to accomplish. Dulewicz (2009).

Instead of discipline, it becomes incentive, because the goals are probably career goals – where do yu want to go and how do you get there? This is the systems approach to time management at work. There are several steps.

- List your personal strengths and weaknesses as completely as possible.
- Review your personal MBO objectives for your life-style; are they consistent with your personal strengths and weaknesses?
- Establish career MBO objectives. If you are the head of your small business, these may include preparing for succession, timing of your retirement, or disposing of the business, and maximizing your wealth. If you are younger, these might include deciding to seek the presidency of your business in time, or deciding you really feel more comfortable running the sales department.
- Check on changes in the external world. Are you conversant with the advantages and limitations of computers? Did you miss a course in management information systems along the way? Are you prepared to assume added responsibilities during the 1980x and thereafter?

Most important, decide what you will do with the time you plan to save at work. How will you spend it? Do you want to secure more visibility from management by attending a meeting you normally avoid? Can you showcase your ability by taking on the feasibility study that your associates are trying to avoid?

Having completed these steps, you now have an incentive for reviewing your time audit and improving your work habits. Even before you start, you are impatient to do more of the things that are important. And you know what is important – to you personally, to your career, and to the success of your company. This is the opposite of the advice given by those time managers who would have you "work harder and run faster." It takes incentive, not more discipline to improve time management. Fay, Howard and Charles (2007).

Finally, we come to suggestions for improving efficiency in order to have more time for the really important tasks.

b) Setting Priorities

Our exercise in MBO will be helpful in setting priorities. Rather than taking a "laundry list" to the office each day, one executive takes a list of three tasks he expects to accomplish during the day – and he stays until he gets them finished. Others feel more comfortable with a longer list. Some use a simple A, B, C to set first, second, and third priorities. Others use numbers. Still others use symbols, and some use A-1, A-2, A-3, and so on. But the chances are that the more complicated the priority system, the greater is the possibility you will abandon it. Only you can determine how many items should be on your list; because only you have the time audit to tell you how much time you have. Initially at least, keep your priority system simple. Winggrove (2003).

c) One Thing at a Time

It is fairly obvious that most people are uncomfortable trying to do several things at once. The TV image of the busy executive simultaneously talking on the phone, on the intercom, and carrying on conversations with three subordinates may be humorous, but real-life people who try to do this find it inefficient. Occasional tension and pressure may start the adrenalin, but the executive who regularly operates in this fashion squanders other people's time and his or her own disposition. So much more can be accompl9ished by moving calmly from one task to another.

d) Handling Interruptions

The mind-set here is important. Interruptions a part of every job. Without them, there might be no need for the job. But the interruptions can be kept short.

- Meet unexpected visitors in the lobby or outside your office and remain standing. Explain that you are in a meeting, but did not want them to leave without at least a greeting.
- If someone wants to see you, offer to go to his or her office. You can control your time better.
- If possible, arrange your office so that you do not face the door.
- Have your staff meet with you once a day and save their points for the one discussion.
- Close your door for an hour or two a day.
- Encourage appointments during certain hours of the day.
- Keep interruptions as short as possible.
- Have a clock on your wall above the desk and refer to it when an unexpected caller drops in. ration your time.

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e) Delegation

Before undertaking a task, ask yourself if it really is your job. If not, send it where it belongs. If you are the small business principal, your most important function is to find the right people. If you have the right people, they can solve or resolve all the other problems. Bacal (2008). And they will usually accept assignments from you willingly. Before undertaking a task, determine if it can be done in such a way that it can be used twice or more times in different ways. Perhaps a report also can serve as a speech and/or a memo to your customers.

f) Handling Reading Material

If you devote a substantial amount of time to business reading, several steps are advisable. Eliminate as much unnecessary reading as possible. Decide what you must read to be current, but challenge all those publications you have been reading habitually for years. Organize your correspondence reading. Have your secretary place all correspondence in three piles – important, moderately important, and unimportant. After glancing at the unimportant for two weeks or so, and finding it is unimportant, ask the secretary to round-file it without showing it to you. Screen the correspondence to find the top priority mail and handle it at a time of day when you feel it is desirable. Bacal (2008) Most writers on time management seem to feel that the early morning is the most productive time. But this is not necessarily true for everyone. Find your own circadian rhythm and decide on planning your day to fit your moods.

If you find that the total reading job is still out of hand, you have two choices – delegate those portions of periodical reading to your associates who have responsibilities in those areas, or take a course in speed reading and attempt to improve your speed and comprehension.

Another step is to get one of the many excellent books that have been written on short, terse writing and seek to write your letters more briefly and to the point. You may be able to enlist your secretary in this project. Tell him or her what you want to say and have most of your letters drafted for you. Remember, this is not simply work avoidance. Flamholtz, Bullen and Hua (2010).The plan is to find more time at work to do the reading and writing and take the actions necessary to enhance yourself personally and your company's success in its field.

g) Concept of Protected Time

For everyone, there is a time of day when you are normally "up," "turned on," or "with it" in the jargon of the day. This may be in the morning – an hour or so before you leave for work. It may be your first hour or so at work. It may be the hour before lunch, or the lunch hour itself. If you understand your daily rhythm, you can identify this period. This is the time to close the door, have your secretary hold your calls, and get to work on the top priority projects. This is the time for the urgent tasks and the unpleasant tasks, perhaps the key decisions you must make.

h) Decisions

A manager, in some textbooks, is defined as a person who participates in the decision making process. For many years, writers have been using a simple formula for making decisions.

- Define the problem.
- Restate objectives.
- Gather all pertinent facts.
- Clearly state the alternatives, with pros and cons for each.
- Select the best alternative (most pros, fewest cons).
- Take action.
- Don't look back and fret or worry about the decision.

This is decision making by the book. But many management decisions are more complex. Drucker, referring to Alfred P. Sloan of General Motors and Theodore Vail of the Bell Telephone System, identifies five elements of the decision process:

- Is the decision a simple problem or generic (policy in nature)? If the latter, it requires the establishment of a rule or principle.
- What conditions should the decision satisfy? What specifications or "boundary conditions" must be met?
- What is the "right" decision – before compromises and concessions are introduced to make it palatable?
- What actions are required to carry out the decision?
- What kind of "feedback" will test the validity of the decision against the course of events?
- It is obvious that the Drucker approach to general decisions requires "quiet time" or "protected time." It also appears that the textbook approach to decision making may be simplistic, although useful for minor decisions. The complex decisions are the real test of managerial ability. They are the "final exams" that small business principals take every week. They are, in fact, the challenges that keep us going.

To become more effective as a decision maker, it is desirable to consciously attempt to perform all routine functions almost by "reflex," by instinct. Handling letters, phone calls, and interruptions graciously, but with an eye on the clock, will help free up your time for the important decisions. Rodger and Hunter (2010).

A corollary to the executive decision formula is to force decisions to be made as close to the firing line as possible. There are many persons who take their problems and opportunities to the boss and expect him or her to resolve them. Doing what they ask of you does not build a strong team. The first time it happens, go through each step of the decision making process with your associate and insist that he or she make a

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recommendation as to an alternative. The second time, and thereafter, insist that he or she spell out the problem, list alternatives with pros and cons, and make a recommendation to you. The associate will grow with each such decision-making experience.

i) Meetings

We are convinced, after many years of attending meetings, that most of them are unproductive. Meetings are a time waster that needs firm discipline. They should not be allowed to become an ego trip for the person, at any level, who calls the meeting. Dulewicz (2009).For a simple set of rules governing the meeting, refer to chapter 16 on sales promotion.

j) Telephone Calls

Most successful small business principals instinctively know the ideal telephone procedures. Most screen their calls, group outgoing calls to improve efficiency, keep small talk to a minimum, and welcome calls from customers. Our suggestions in this area are twofold. First, keep a phone log for two weeks to be sure of your telephone habits. Rodger and Hunter (2010). This includes outgoing calls. Second, take time review the telephone company's latest equipment. You may find that an earphone headset to free your hands is desirable. Or an automatic dialing device will greatly improve your telephone efficiency.

k) Procrastination

This is not a characteristic of the entrepreneurial executive, who, by his or her very nature, is intolerant of procrastination. Therefore, this is probably not a potential problem for you. However, if your associates tend to procrastinate, refer them to the work of Merrill E. Douglas, who has written a pertinent article on the subject.

l) Managing the time of your group

Writers and commentators on the subject of time often overlook the fact that the essence of many good managers is their management style – dynamic, flamboyant, conservative, dedicated, friendly, or what-ever. The techniques of management depend largely on your style. However, if you feel a need to improve management of group time, the answer is both simple and profound – Management by Objectives. Flamholtz, Bullen and Hua (2010).

As already indicated, MBO is not an easy discipline to install. It has failed when applied to hundreds of companies. It takes time to persuade your associates to embrace the discipline. It takes time for them to become accustomed to it. Most people who start such a program begin too ambitiously. Make it a rule to set forth no more than three goals in the beginning. Make them work. Do the following up that is necessary. Anticipate the problems and resolve them. Then, as the resistance of your associates fades in the face of your dedication to MBO, expand it slowly until it becomes your primary management technique and is compatible with your management style. In those cases where it has worked, MBO has become the most dynamic management tool of all – and the most practical and effective method of forward planning.

V. Exercise in Personal MBO

Prepare an MBO objective following the directions.

a) Define the Category of the Goal

i. Recreational goal – a vacation, mini-vacation, hobbies, or avocations that will result in personal satisfaction, well-being, and relaxation.
ii. Health goal – a diet or exercise program or plan to reduce stress, tension, or blood pressure.
iii. Family goal – for one or more members of the family to improve health, education, or career training.
iv. Educational goal – for serious or a vocational training for one or more members of the family for any long-term purpose.
v. Financial goal – income or investment improvement, maximizing wealth by going out of business.
vi. Career-related goal – which will probably result in advancement, salary improvement, change of companies, change of location.

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_____

_____

_____

2. Specifically state the end result you desire in moving toward the goal.

_____

_____

_____

3. State the steps necessary to complete the goal. List them in order of occurrence by date.

a. _____ Date _____
b. _____ Date _____
c. _____ Date _____
d. _____ Date _____
e. _____ Date _____

4. State the benchmarks you will use to measure each step in part 3.

a. _____
b. _____
c. _____
d. _____
e. _____

5. State the problems you foresee and possible solutions.

a. _____
b. _____
c. _____
d. _____
e. _____

6. State how completion of the goal fits into your goal structure.

_____

_____

_____

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Determining the Impact of Demographics on the Intention to Leave of Academicians in HEIs of the DCs Like Pakistan

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Keywords : *demographics (age, gender, marital status, designation and educational level), it, heist, academicians.*

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Determining the Impact of Demographics on the Intention to Leave of Academicians in HEIs of the DCs Like Pakistan

Irfanullah Khan [α], Allah Nawaz [σ], Farhatullah Khan [ρ], Hamid Khan [ω], Naseem Bakht Yar [¥]

Abstract - The main objective of this 'Review Article' was to determine the demographic impact on the Intention to leave of academicians in the higher educational institutions of the developing countries (DCs). The development and achievements of any institution generally depends upon its workforce. So that, ITL is the major challenge for HEIs and has some lasting effects in this regard. It is vital for the education sector to have information of the impact of some demographic variables on the employee's ITL for the improvement in the professional and academic status of the academicians. Employee's ITL is one of the major concerns for HEIs among many others. Number of studies has already been conducted to recognize the various dimensions of the ITL. The purpose of the current research is to investigate the impact of demographic variables on the ITL among the academicians. In this study, we developed a "Theoretical Framework", in which the demographics (age, gender, marital status, qualification, designation, department, domicile and experience) were the independent variables and intention to leave was the dependent variable. Later on, it will be used as a Research Model in the experimental study. ITL, among the professionals, related with the higher education, can have significant consequences for the universities in many respects. It may result in the discontinuity in the academic activities, rescheduling of vacancies produced regarding their advertisements, budgetary allocations, legalities etc. Thus the whole phenomenon, resulting from the ITL, may change the chemistry of the entire professional environment of the institution.

Keywords : demographics (age, gender, marital status, designation and educational level), it, heist, academicians.

I. Introduction

In the age of globalization, intention to leave is a dilemma, persistently faced by the organizations at every level. Employee's intention to leave is a grave issue particularly in the field of HRM. It is very costly for an organization and the cost is due to termination, advertisement, recruitment, selection, and hiring of the employees. After an employee leaves the organization, the working aptitude of the remaining employees to fulfill their tasks may be affected. Employees who are contented are more expected to be loyal to their organizations and with a decreased level of intention to leave the job (Benjamin et al, 2010). Switchovers, in this regard, have become a core problem for the higher educational institutions. The reason behind is the availability of better jobs for the skilled and the experienced employees. Monetary benefits and associated privileges in this regard play a motivating role. Some distinguishing indicators related with the ITLs and the resulting Switchovers, especially in the weak professional groups has been sorted out in this research (Husain & As if, 2012).

Organizations must find prolific employees and make them professionally stable in all respects. Moreover, an employee's intention to leave incurs costs because an organization needs to invest more capital on recruiting and training of the new employees. In addition, the swapping also incurs costs under different heads, which includes the provision of favorable working environment with autonomy, competitive pay package and fringe benefits during and after the professional career (Sanyo & Lee, 2003). On the part of the employee, the Intention to leave reflects a mindset when he/she makes a decision to leave the job. This phenomenon manifests their psychological approach which is built-up with the course of time which leads them to quit their existing jobs for the reasons discussed in this research (Jacobs & Rood, 2007). A switchover refers to leave the organization for good. However on the other hand, the organizational commitment and the personal attributes influence the switchovers of the employees (Rouyn & Meme, 2012).

High expectations accompany along the employee, the moment he/she commences their job. On their part, the feelings and behaviors are directly related with the realities and prospects of the profession they step in. Employees become emotionally involved with their institutions when their prior expectations have been fulfilled. After joining the institution, the members start realizing whether the institution has fulfilled the agreement which affects their behaviors and approaches towards the institution. In this context, there are three prior factors those which culminate at the switchovers; wish to quit, seriously thinking about quitting and the intention to leave (Enzi Chang, 1999).

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Intention to leave is one of the vital issues discussed in the organizations across the globe. The researchers have carried out many researches to curtail the level of Intention to leave to bring down the graph of negative consequences faced by the organization (Iran Mali, 2010).

Workplaces are like a community where the workers consistently interact with each other at every level professionally. The excellence among the employees influences both the working association and the employee's behavior mutually. Some of them, those who attain more skill and the insight, become the favorite for the employers. From here, the clash of interests starts among the employees. Consequently, the graph of organizational commitment gradually comes down among those who lack the favors. Faculty switchovers and maintenance are primary concerns for the universities across diverse disciplines equally in the nationwide and worldwide backgrounds. Though there have been a lack of literature concerning this problem in the national framework, still this issue have been thoroughly studied and analyzed globally (Louisa & Sana, 2012). Individuals join an institution with their own occupational strategy and would be paying attention to the present institution if the working environment of the institution is conducive regarding their professional requirements. In addition, individuals will become more involved in the institution if they possess stronger career aspiration. This entails that the feelings of individuals in the direction of their career may have an effect on their attitudes toward their institution because individuals are following their career in their present organization and because the current institution does not have to be the only one that they will be working for in the future (Enzi Chang, 1999).

a) Definition

Intention to leave can be defined as an employee's own assessment to quit an organization willingly. When switchovers rate increase in an organization, it will diminish its reputation and raise the cost of rehiring new employees (Liu et al, 2010). Switchover is a common factor in the life cycle of any organization and Intention is one of the reasons for employees to leave the organization. The ITL of skilled labor harms the organizations in terms of excessive costs. ITL is the outcome of occupational forces and pressures that an employee may experience at their work places, which make his/her intention to leave. ITL is a combination of three types of exhaustion such as physical, mental and emotional that leads the employee to switchover. Switchover can be classified as voluntarily and involuntary. When employees makes a decision to leave the organization on their own preference, is called voluntarily switchovers whereas, when an organization fires an employee is called involuntary switchovers (Mali et al, 2010). Intention to leave can be defined as how long an employee is enthusiastic to continue in an organization (Basher & Said, 2012).

Unlike the other behaviors at the place of work, intention to leave indicates a breach in the association between the employee and the organization. This separation incurs an important sum of costs to the organization and to the employees as well. Costs of leaving may comprise the opportunity costs, costs required for re-selection, re-training and weaken the level of self-esteem of the remaining employees. These costs would turn out to be even graver when the organization loses valuable employees in terms of their commitment. As a result, a deep analysis of intention to leave in relation with commitment and demographics is direly needed (Enzi Chang, 1999). This study considers voluntary switchover, influenced by the demographics. Here the employee wishes to leave the organization on his own preference. Furthermore, the monetary benefits and bright future prospects also act as scapegoats for switchover. Therefore, the identification and comprehension of the antecedents of intentions to leave plays a pivotal role in reducing the magnitude of switchovers (Desks & Shaw, 2001).

b) Impacts of Demographics on Academicians

The variables; demographics, Intention to leave and organizational commitment are directly related with switchovers. This indicates that each of these variables connecting with switchover affects the employee's thinking that whether to continue or leave the organization. Employees would think about staying in the organization in particular if they experience lesser ITL and more the idea that organization requires his/her support and contribution (Rouyn & Meme, 2012). Though, the effect of demographic factors on the Intention to leave is cultural bound yet the experimental research about the influence of personal factors on the employee's switchover tendency is limited at the global level. Another prospective limitation of this study includes the scope of the research. The study aims to investigate the relationship between demographic factors of the faculty that leads to faculty Intention to leave. This study also focuses to examine the association between demographic backgrounds of the respondent as independent and intention to leave as dependent variables (Irbil et al, 2011).

Switchover is a grave issue particularly in the field of Human Resource Management in respect of high costs. The price of switchover comprises the cost of recruitment and selection new employees. The main objective of the study is to determine the influence of demographic indicators upon the intention to leave. Intention to leave, if ignored, will cost much to the organization, directly and indirectly. Predictors such as demographic characteristics like age, gender, designation, academic qualifications and marital status affects the intention to leave. Switchovers, on the other

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hand, contribute remarkably to the level of intent to leave. As a result, in identifying these predictors of intention to leave, the administrators must perceive and plan a comprehensive program in anticipation. These measures will soften the process of turnovers and reduce the burdens on the part of the organization (Rouyn & Meme, 2012).

i. *Designation*

The phenomenon of deciding a position for a particular profession or giving it a particular rank is called designation. Research needs to investigate the special effects of demographic variable like Job Designation (Lecturer, Assistant professor, Associate Professor, Professor) and University status (public or private), which can also directly or indirectly influence the intention to leave of faculties in higher educational institutions (Irbil et al, 2011). The person who achieves the higher degree starts aspiring for the higher designation, he is working. If the organization fails to elevate his professional status then the phenomenon of intention to leave starts from this point and culminates at the switchovers. The higher designation brings along higher salary, furnished accommodation, better health facilities and other fringe benefits. Research reveals that the persons with all these benefits accorded by the employer are highly committed due to obvious restraints. The responsibilities also increase with the higher designation regarding research and teaching in the universities. The organization in this regard has to facilitate the person accordingly to avoid ITLs.

ii. *Qualification*

An excellence or achievement that makes somebody appropriate for a particular job or task is stated as qualification. Several studies pointed out that individual with advanced educational levels experience more intention to leave. Perhaps, they are additional exposed to turnout due to their heavier responsibilities or because of their high expectations. Research also revealed that the qualified employees were obviously possessing higher intention to leave rate then less qualified employees and less burdened than the less qualified employees. In order to decrease their job pressure, organization should systematize counseling & motivation, incentives such as rewards and allowances to retain them. In addition, more empowerment given can increase their level of job satisfaction (Benjamin et al, 2010). Some studies indicate that people with higher educational levels, occupying lower grades, suffer inferiority complex. It affects not only the person's skill; rather the functioning of the organization is also hampered along (Mating et al, 2012). The study reveals that with the higher qualifications, there will be more switchovers. The reason is that the organization fails to pay the suitable salary package, commensurate to his/her qualifications. If done, it will enhance their commitment level.

iii. *Gender*

Previous studies show that gender is not a strong predictor for intention to leave. There is a need to analyze the association between the ITL and the OC regarding female and male. The priorities relating the ITL of a male become highly prominent in case his spouse is also on job in certain organization due to family commitment. In the light of research, the career satisfaction among the female folks is greater and so the OC. While the males, if highly skilled and single in their marital status, are less committed to their organization. Higher the obligations lesser will be the ITLs. Higher the ITLs, larger will be the switchovers and ultimately the efficiency on the part of the organization will be highly hampered. More research, analysis and discussions are needed in this regard (Ronen & Pines, 2008). If the organizations are situated in different cities, the organizational commitment on the part of both husband and wife will be highly affected. Consequently the phenomenon will culminate on the switchover from either side. In the case of the educated female workers, working in the academic institutions in Pakistan, they have to develop a timetable regarding their working hours in the organization and house-keeping. It is observed that the graph of ITL among the females comes down as they are committed to their organizations. On the other hand the males, if the chances appear, are more vulnerable for ITLs (Mali et al, 2010). In some studies, ITL is greater among female. In other studies it is greater among male. On the other hand some researches reveal that there is no significant difference between the both.

iv. *Age*

In this case, the span of life which the person spends in the organization is called his/her age. Age is one of the mainly studied demographic factors for both absenteeism and switchover. The basic underlying principle for the association between age and absenteeism is that the older employees will show a lower absentee rate because of a better professional grooming that is developed by the course of time. Along, the graph of ITLs goes down and the person shows his/her commitment to the higher level. In the case of teaching faculty, the youngsters are more passionate. Thus the level of contentment among them is bit lower and so the OC (Rouyn & Meme, 2012). Some very conflicting trends are studied regarding the age as this demographic factor becomes very complex. The age plays a vital role in developing ITLs and the consequent switchover. Teachers, as they improve their academic caliber, either they are young or otherwise, the tendency of switchovers had been studied in both cases. So, the age is not a strong predictor of ITL and OC in turn. In addition, there was a statistically significant association between the certain demographic variable such as age and intention to leave. A negative

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association was found between age and intention to leave (Kabungaidze & Mahlatshana, 2013).

v. *Marital Status*

The state of a person, being married or unmarried is called as marital status of the respondent. Numerous studies are conducted on the relationship between the demographic variables like marital status and Intention to leave. Regarding the marital status, singles (unmarried) particularly men are more vulnerable to switchovers than the married persons (Iran Mali, 2010). The study revealed that female, those who are married, with higher academic qualification, occupying permanent position and having advanced increments with high salary packages are eventually more likely to stay in the institution (Louisa & Sana, 2012). In terms of marital status, singles especially men are more exposed to switchovers than married. It seems that singles are more tilted towards the change than others. Divorcees in this regard are more committed as their social status demands financial and professional stability (Mating et al, 2012). Last but not the least this demographic factor gives us a diverse response for the different stratum of society. It comes out to be very tedious task when the research is carried out regarding the impact of marital status on ITL and OC in turn.

vi. *Department*

The teachers and administrators work in different departments with diverse working tasks. Similarly, changes in the organizational variables; sections, departments, pay scales, employee's input in policy development and work environment could be invested to increase organizational commitment and overall output (Naas & Saifuddin, 2010). As there are a lot of departments in the educational setup and the organizations deal with different groups of individuals. The formula of the right man on the right job should strictly be followed for the maximum output at the organizational level. The wrong person hampers professionalism and ultimately the credibility of the organization gets jeopardized. The level of embarrassment and disparity develops in the same person and the ITL level goes up. At this stage he/she looks diverts their attention from their existing job. This attitude culminates on the switchovers due to gradual decrease in the organizational commitment. So, fair and supporting policies from administration towards different sections can be beneficial in building-up their organizational attitude, resulting to organizational commitment (Ishtar et al, 2010).

vii. *Experience*

The knowledge or skill acquired during the course of occupation especially that is gained in a particular profession. Research shows that length of service is positively related to the organizational commitment and in turn, the intention to leave. It is still not obvious that how this relation operates. In some cases, the experience of personnel leads him/her to ITL and in some it does not. An individual's length of service with a particular organization increases; he or she may build up an emotional attachment with the organization that makes it difficult to switchover (Allah Naas, 2010). The consequences of a positive relationship between tenure and organizational commitment might be a simple reflection of the fact that the uncommitted employees may quit an organization and only those with a high commitment may stay longer (Naas & Saifuddin, 2010). The organization in this regard can play a pivotal role in retaining the experienced workers by enhancing their privileges. On the other hand, the emerging organizations are always looking for experienced workforce to establish their status in the competitive environment. Last but not the least, the phenomenon of ITL in multidimensional as for as the factor of experience -is concerned.

viii. *Domicile*

The status or attribution of being a permanent/bonfire resident in a particular jurisdiction is named as domicile. In Pakistan, the educational scenario changed all together after 2002, the working structure of the Higher Education Commission was entirely reformatted and the ultimate benefit went to the HEIs. Number of public sector universities was established in the remote areas with high level of funding. In this context the role of domicile, the ITL and the OC overwhelmingly became on the surface. Both the teaching and non-teaching staff opted for their homeland. Here the factors affecting the individual's commitment to the organization, the organizational structure, justice, job satisfaction, social dimension of work, wages, safety measures, working hours, working jurisdiction, opportunities for the professional advancement outside the organizational behavior, the literature is examined. It also exhibit that the above mentioned parameters have a significance influence on the organizational commitment. It also has a strong impact in this regard as in an educational institution, the employees belongs to different areas and sometimes it becomes more difficult to approach the work station in time. So that they prefer the home stations (Haman, et al, 2011).

II. ITL in HEIs

The intention to leave has put the higher educational institutions in great jeopardy as for as their academic framework is concerned. In this regard the random leavings of teachers are gradually harming the educational output of the HEIs. Recent studies have provided, to some extent, diverse viewpoints on the academician's intention to leave in the higher educational institutions (Sanyo & Lee, 2003). An important study in the area of Intention to leave of faculty members may be helpful in understanding faculty members'

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attrition. The topic is significant for numerous grounds, firstly, to examine in particular, what the high ups in the higher educational structure may take measures to deal with and consequently bring down the pressure in the working environment variables of the faculty members. Regardless of the significance of the faculty retention, there is a slight understanding of how demographic variables, organizational commitment and the satisfaction level in the job collaborate to make clear the faculty intentions to continue or leave at the level of higher educational institutions (Al-Omar et at, 2010).

Organizations enhance their performance by managing intention to leave, as it is a vital responsibility of management to come across, analyze and ultimately take measures to keep the ITLs in proper balance. The problem arises that how does an organization can sort out and cope with the employee's switchover? Given that the level of performance varies across individuals, organizations may make every effort to increase the switchover of low performing employees and to decrease the same among the high-performing employees. In other terms, management has to find a technique to reach the best possible switchover rate without actual information on the individual performance. The current study examines how higher educational institutions may make use of improvement as a strategic tool to manage switchover, depending upon the level of organizational performance (Sanyo & Lee, 2003). Higher Education institutions play a vital responsibility in developing modern and innovative skills and polishing the rare skills of individual resources. The academicians, liable for conveying quality education, are facing numerous hurdles in developing their own skills. They also face challenges in the contemporary volatile environment, where day by day there is a large flux of fresh knowledge, attributed towards the research works worldwide (Fatima & Redman, 2012).

The role of demographic variables as the mediator of association between switchover and the consequences, the organization face, shows that the variables of age, gender, marital status and the educational level do not influence (moderate) on the relationship between the organizational commitment and the intention to leave. The employees, who are not contented with their jobs, may not carry on with the organization unless severe changes may take place therein. These circumstances persist and resultantly convince the employees to leave the job and to look for other opportunities. It was also observed that these employees are given extra responsibilities which do not fall on the same professional line, they are working. Consequently, the employee is over burdened and the efficiency level trickles down (Fatima & Redman, 2012). Faculty's intention to leave in the higher educational institutions is a complex phenomenon in many respects. The existing literature reveals that there is neither one model that could sufficiently make clear the faculty switchover or retention, nor a model that may provide an appropriate solution to all the institutions in this regard. The diversity in the causes, consequences and the remedies do exists and its range fluctuates for different institutions. Therefore, the think tanks and the high ups should put their heads together to locate, focus, analyze and take the remedial measures to check and tape the ITLs (Louisa & Sana, 2012).

III. ITL in HEIs of Pakistan

Intention to leave has some very harmful repercussions and it always results in high costs for the organization in every respect. Therefore, the comprehension, analysis and sorting out the remedies of the problem is the main issue, especially in the developing countries like Pakistan. As the economy of Pakistan is already in shambles due to political instability, low foreign investment and the menace of terrorism, the situation here cannot afford any misfortunes like switchovers. Faculty switchover, both actual and contemplate, is a topic of significance in the life of the academic institution. The fact is that the academic institutions are the source of skilled and unskilled manpower those who become the backbone of the state's economy. The public sector academic institutions in Pakistan are standing at the cutting edge of the competition with their private contemporaries (Mali et al, 2010). The teaching faculties, now a days is being consistently lured regarding further grades, advance increments and other fringe benefits alike. The random switchovers cost decaying effects on the monetary policies of the HEIs those which in turn cause high level of perturbations in the academic and financial setup of the institutions. High level of switchovers indicates poor working environment, weak management and absence of collaboration between the employer and the employee. The result of ITL and ultimately the switchover is the drain of knowledge and loss of professional credibility. The affected portion is the students those who get deprived of experienced teachers (Adman Irbil, 2011).

Presently, the worldwide economic decline is pushing the developing economies and the affluence to the downward trend in Pakistan significantly. The impact of these crises can be evidenced in public and private HEIs. Government is trying hard to triumph over these crises on emergency basis but the circumstances are still worsened. On the other hand, private sector is facing very critical issues due to energy crises in Pakistan. In these conditions, management is making some hard decisions concerning their workforce via the downsizing or right sizing of the workforce. Such types of decisions have some unfavorable impacts on both; employees which have been fired and those which have not (Basher & Said, 2012). This study is generally focused upon the working employees (not fired). The

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working employees are very doubtful about their future. They have intention to leave the organization in order to make their career protected and sound. So the human resources department is also facing the challenges of retaining the employees with them in order to enhance their output successfully. The intention to leave can be defined as how long an employee is agreeable (show his/her contentment) to continue in an organization (Basher & Said, 2012).

This study is aimed to identify the glaring factors, causing the intention to leave in the higher educational institutions of Pakistan. It also suggests how to retain competent, experienced and skilled academicians in the HEIs of Pakistan. The analysis reveals that the phenomenon of ITL is multidimensional. On the part of the state, the umbrella provided, in this regard, is insufficient to accommodate the high valued professionals in the HEIs. The need is to recognize and address the difficulties and deficiencies of the workforce regarding their packages. In this context the situation is very alarming, therefore the remedies should also be very substantial and result oriented (Basher & Said, 2012).

IV. Discussions

Intention to leave can have some damaging effects if it goes on unchecked on the part of an organization and its workforce. There are tools to support in addressing the reasons of switchover. Since turnover is frequently used as a performance indicator, perhaps the precautionary actions should be as well. It is not possible to eradicate turnover altogether; so, institution must gain knowledge of how to deal with it and the effects it has on an institution. In addition, a vast literature of commendable research has verified that the implications of intention to leave extend well beyond the psychological, moving and physical condition of the employees. Obviously, these consequences have most important implications for all organizations and institutions employing employees vulnerable to the fact, mainly those organizations and governmental units responsible for providing human services where considerable occurrence of turnout are known to take place (Goddard & Marion, 2006). Additionally, organization should be better organized to take the appropriate dealings on unidentified surveys and interviews. Each and every effort, in this regard, should be meaningful, well focused and well planned for managing causes of switchovers (Heinemann & Judge, 2009).

Switchover is a global phenomenon with several dimensions varying from organization to another organization. The science of HRM can be utilized to address the issues of ITL as switchovers can inflict the organization with lasting losses. Moreover, the switchover may result in advertisements, recruitments and selections, hiring on ado basis and training regarding the beginners. The above said procedures are ultra consuming in terms of time and money. The other consequence, on the same line, is that the workload and the responsibilities increases abruptly when an employee leaves an organization. This very phenomenon will further induce the feelings of discontentment and disengagement among the working employees, bringing down their level of commitment and putting them on their way to ITL (Food & Oman, 2010). Resultantly, the situation gets aggravated in terms of planning and implementation strategies. The self-esteem on the part of both employer and the employee gets damaged due to switchovers. Besides, elevated switchover intention will cause the organization to be unable to find employees with high degree of knowledge, talent and skills (Liu et al., 2010).

The role of demographics as a mediator, though, is stronger in predicting switchover intention but this also specify that when individuals are satisfied and committed to the organization, they are less agreeable to leave the institution. In these circumstances, it turn out to be difficult for organizations to be expecting the same earlier levels of affection or faithfulness from the employees for the reason that individuals switchover to be more worried with their own career and detached from the current institution. Consequently, an organization requires developing management skill or approaches related with developing their employees' careers which consecutively can direct to the employees' commitment to the institution. This stream of dialogue might be augmented by taking into consideration the individual's attitudes towards their profession (Enzi Chang et al, 1999).

The grounds of intention to leave suggested by the researchers may comprise, the inadequate compensation package, too much work, lack of support from administrators and colleagues, lack of equipments (tools and techniques) to work and some personal attributes (demographics) like, age, gender, educational level, designation, department, experience, domicile and marital status. Self-assurance in the teaching occupation has been gradually declining due to apparent inadequacies in employees working environments. Whenever employees recognize that the organization is unfair to them in terms of distribution of rewards and resources, they will alternative to leaving the organization. The current study has particularly investigated and found support for the hypothesis that there is a significant connection between intentions to leave the teaching profession and demographics (Bacilli et al, 2011). Switchover intention causes the institution to pay out large sums of money to substitute employees who leave the institution. Moreover, switchover not only increases the cost of recruiting new employees but also reduces capital in the organization's knowledge bank and weakens its reputation (Kumar & Geek, 2012).

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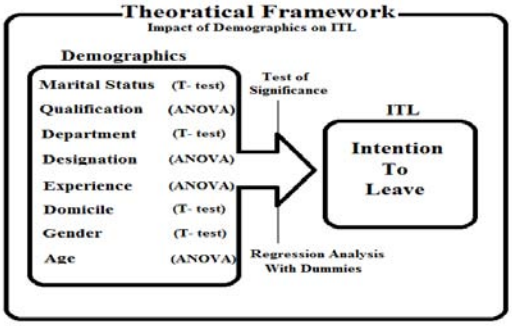

Figure 1.1 : Schematic Diagram of the Theoretical Framework

V. Findings and Conclusion

The purpose of the current study was to identify the impacts of demographic variables including age, gender, marital status, designation and educational level, department, domicile and experience on ITL among the academicians of higher educational institutions. The study had emerged with the contributions that the research findings indicate that the demographic background mediated the association between organizational commitments, job pressures; job satisfaction and intention to leave among the academicians and be more specific, switchover will be impacted both positively and negatively, because of age, gender, designation, marital status and educational level with the growing experiences and understandings, employees will gain more job satisfaction and job performance as well. Hence they will become more committed with the organization (Benjamin et al, 2010). The study, however, may provides as groundwork for future studies on larger scales with the same variables, which in turn might produce strategies to reduce the faculty switchover and to improve the overall retention of the faculty members and managerial staff in the universities (Iqbal et al, 2011).

Research findings suggest that academician's switchover rate is not higher when we compare with the other professions. The switchover recital relationship and the probable manageability of switchover have significant implications in an education framework. As a result, if switchover is manageable, the administrators may make deliberated decisions to enhance the retaining rate of lower teachers' switchover or to reduce the experienced and qualified teachers'. This very group of the academicians has been ignored by the researchers in the field of management studies about their satisfaction level, impact on their decision to further carry on their career as the faculty member of the universities and their intention to leave the university. The study will be very helpful for the HEIs in Pakistan to rethink about the facts concerning the enthusiasm level and the intentions of these faculties regarding their profession (Fatima & Redman, 2012).

Switchover can have unhealthy implications for the individuals. Although some degree of switchover is predictable and maybe desirable, high rates of faculty switchover can be costly to the reputation of an institution and to the excellence of teaching. Obviously, the negative consequences of intention to leave are too costly for organizations. As mentioned before, job switchover encompasses a wide scope together with output improvements, reduce the organizational commitment, absenteeism and decrease the self-confidence. For that reasons, it is direly needed to check and control this phenomenon in the organizations with some concerted efforts and to develop appropriate strategies to reduce its consequences. On the other hand, academician's switchover can provide positive changes in the organization in the course of the foundation of promotion opportunities, reformation and restructuring of reporting appearance and decision-making and the infusion of new individuals with new ideas and vision. From an individual point of view, it is suggested that the decision to leave the job can be positively related with the search of an individual's career objectives or with the movement away from a stressful position. The three most commonly cited reasons to stay in the academic institution were superior association with the prevailing social group, job protection, excellent reputation of the institution and the relationship with university administration.

This review article provides insufficient yet substantial material in sorting out, analyzing, orienting and planning the issues (ITLs), their causes and remedies regarding the switchovers in the HEIs of Pakistan. The country like Pakistan does not afford the brain drain of the skilled and the experienced employees from one organization to another. Keeping in view the strong impact of the demographics on ITL, as mentioned above, the analysis of the issue and the concerned planning along with its implementation should be stronger enough to counter the problem.

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14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

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

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

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

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

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



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27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

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.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

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

Informal Guidelines of Research Paper Writing

Key points to remember:

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

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

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

General style:

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

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

Title Page:

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



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Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

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

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

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.



- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

Procedures (Methods and Materials):

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

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

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

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

Results:

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

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.



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Content

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

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
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Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

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- Do not give permission to anyone else to "PROOFREAD" your manuscript.

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- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.



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

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