Su Gyaan™

https://www.sugyaan.org

Management Journal of Siva Sivani Institute of Management

ISSN : 0975-4032 | Volume: XVII | Issue - 1 | Jan - June, 2024

Global Impact Factor (GIF) for 2012 - 0.421 & 2013 - 0.493

ARTICLES

S. P. Sampathy's Siva Sivani Group of Institutions

LEARN TO SERVE SSIM

SIVA SIVANI INSTITUTE OF MANAGEMENT

(Crafting Careers Since 1992)

(AICTE Approved)

NH-44, Kompally, Secunderabad-500100, Telangana, India. Tel: 040-27165450 - 54

Website: https://www.sugyaan.org

CONTENTS

SuGyaan is a bi-annual publication of the Siva Sivani Institute of Management,
NH-44, Kompally, Secunderabad- 500 100.

EDITORIAL : JANUARY - JUNE 2024

The latest issue of our journal brings together a collection of insightful articles that delve into the complex and evolving dynamics of business, marketing, and society in the Indian context. These contributions highlight the importance of ethical considerations, strategic collaboration, agility in marketing, and the transition from VUCA to BANI.

This article Beyond Compliance: The Ethical Dimension of CSR in India authored by Rudravalambi Gayathri, Dr. Jnana Raghavendra I, & Dr. Kompalli Sasi Kumar explores the ethical dimension of Corporate Social Responsibility (CSR) in India, moving beyond the traditional focus on compliance. The authors emphasize how ethical CSR practices can contribute to long-term sustainability and societal well-being, offering a nuanced perspective on CSR as a strategic imperative for Indian businesses.

Through the article titled Training Your Way to Marketing Success: How ROI Takes Centre Stage, the authors K.C. Uday Kiran, Dr. N.V.J. Rao, & Dr. P. Pinakapani discuss the critical role of training in achieving marketing success, with a specific focus on the importance of measuring Return on Investment (ROI). The article provides practical insights into how businesses can align their marketing training programs with broader strategic goals to maximize ROI and drive sustainable growth.

Venkateswara Rao Neerati, Dr. D. Immanuvel, & Dr. P. Pinakapani focussed on a comparative analysis of agile digital marketing strategies in the Indian market, particularly in addressing the challenges posed by the VUCA environment.

Dr. Siddiqui's article titled Driving Innovation Through Strategic Collaborations and Partnerships: Best Practices and Case Studies explores the role of strategic collaborations and partnerships in driving innovation within organizations. Through a series of best practices and case studies, the author highlights how businesses can leverage these collaborations to foster creativity, accelerate growth, and enhance their competitive positioning.

A. Venkateswara Rao through his article titled "VUCA to BANI: Navigating: The Transition in Business and Society - Pursuing Sustainable Development Goals" examined the transition from the VUCA paradigm to the BANI framework and its implications for business and society. The author connects this transition with the pursuit of Sustainable Development Goals (SDGs), offering a forward-looking perspective on how organizations can navigate this shift while contributing to global sustainability efforts.

R. Nagaraja Chary & Prof. T. Krishna Kumar authored the research paper "Locus of Control of Government School Teachers on Investment Decisions – An Overview of Mahabubnagar". This article provides an overview of the locus of control among government school teachers in Mahabubnagar and its impact on their investment decisions. The authors shed light on the psychological and socio-economic factors influencing investment behaviour, offering valuable insights for policymakers and financial educators.

This issue reflects the diverse and multifaceted challenges that contemporary organizations face, as well as the innovative strategies they can employ to address them. We hope these articles will inspire further research and practical applications in the fields of business management, marketing, and societal development

Readers will immensely benefit from this editorial, which offers diverse research articles providing valuable insights and practical implications across various domains, including flexible work arrangements, employee attrition, internet banking security, social media marketing, sustainability in investments, technological innovations, digital marketing impact, and entrepreneurial inspiration.

Wishing you all an enlivening and thought-provoking experience.

Happy Reading!

Dr. S.V. Ramana Rao

Editor

SUGYAAN

BEYOND COMPLIANCE: THE ETHICAL DIMENSION OF CSR IN INDIA

Rudravalambi. Gayathri
PhD Scholar - Department of Management Studies
School of Management studies - GIET University Gunupur, Odisha, India.

DR . Jnana Raghavendra I
Associate professor
School of Management studies (SMS)
GIET University, Gunupur, Odisha, India.

Dr. Kompalli Sasi Kumar
Professor
Gandhi Institute of Technology and Management (GITAM)
Hyderabad, Telanaga, India.

ABSTRACT

Introduction

Corporate Social Responsibility (CSR) in India has evolved beyond mere regulatory compliance, embodying ethical principles that drive sustainable development. This article explores the ethical dimension of CSR, emphasizing how Indian companies integrate ethical considerations into their CSR strategies. By moving beyond legal obligations, these companies contribute to social equity, environmental sustainability, and economic development. The ethical dimension of CSR not only enhances corporate reputation but also fosters long-term stakeholder trust and engagement. This paper examines case studies of leading Indian corporations to illustrate the practical application of ethical CSR, highlighting challenges and best practices. The analysis underscores the importance of ethical leadership and governance in achieving meaningful and impactful CSR initiatives. Ultimately, this study aims to provide insights into how ethical CSR can serve as a catalyst for positive change in society.

Key Words: *CSR, ethics, sustainability, corporate governance, stakeholder engagement*

Introduction

Corporate Social Responsibility (CSR) in India has undergone a significant transformation over the past few decades. Initially perceived as a voluntary philanthropic activity, CSR has now become a crucial component of corporate strategy, driven by both regulatory mandates and ethical imperatives. The introduction of the Companies Act, 2013, marked a turning point by making CSR spending mandatory for certain companies. However, beyond compliance with the legal framework, there is a growing recognition of the ethical dimension of CSR, which emphasizes the moral responsibilities of businesses towards society and the environment.

Ethical CSR goes beyond the minimum legal requirements and focuses on creating a positive impact through responsible business practices. It involves a commitment to transparency, fairness, and accountability in all corporate activities. Companies that embrace ethical CSR strive to balance profit-making with the welfare of their stakeholders, including employees, customers, communities, and the environment. This approach not only helps in building a strong corporate reputation but also fosters long-term sustainability and trust.

In India, several leading corporations have set exemplary standards in ethical CSR by integrating ethical principles into their core business operations. These companies have demonstrated that ethical CSR can lead to significant benefits, such as enhanced brand loyalty, improved risk management, and increased competitive advantage. Through various initiatives focused on education, healthcare, environmental sustainability, and community development, these corporations have shown that ethical CSR is not just a moral obligation but also a strategic business imperative.

Need for the Study

Despite the progress in CSR practices, there remains a need to critically examine the ethical dimension of CSR in India. This study aims to fill this gap by analyzing how ethical considerations shape CSR strategies and their impact on stakeholders.

Scope of the Study

This study examines the ethical dimension of CSR in India, focusing on how companies integrate ethical principles into their CSR strategies. It analyzes case studies of leading Indian corporations, highlighting best practices and challenges. The study aims to provide insights into the role of ethical CSR in fostering sustainable development and enhancing corporate reputation.

Limitations of the Study

This study is limited by its reliance on secondary data and case studies, which may not capture the full spectrum of CSR activities across all industries in India. Additionally, the subjective nature of ethical considerations and the varying interpretations of ethical CSR practices across different companies and sectors pose challenges in drawing generalized conclusions. The rapidly evolving CSR landscape in India may also mean that the findings of this study could become outdated as new practices and regulations emerge.

Review of Literature

1. Carroll, A. B. (1991): In his seminal work "The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders," Carroll outlines a multi-dimensional model of CSR, emphasizing economic, legal, ethical, and philanthropic responsibilities. This framework provides a basis for understanding the comprehensive nature of CSR, including its ethical dimension.

2. Visser, W. (2008): Visser's "Corporate Social Responsibility in Developing Countries" explores how CSR practices differ in developing economies like India. He argues that CSR in these regions often extends beyond compliance, incorporating local socio-economic challenges, and emphasizes the ethical obligations of businesses in contributing to social and economic development.

3. Porter, M. E., & Kramer, M. R. (2006): In "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility," Porter and Kramer propose the concept of creating shared value (CSV), which aligns business success with social progress. Their work underscores the importance of ethical considerations in developing CSR strategies that benefit both companies and communities.

4. Matten, D., & Moon, J. (2008): "Implicit and Explicit CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility" compares CSR practices across different cultural contexts. The authors highlight how implicit CSR (ethical and informal practices) is prevalent in countries like India, where ethical traditions influence corporate behavior.

5. Garriga, E., &Melé, D. (2004): "Corporate Social Responsibility Theories: Mapping the Territory" categorizes various CSR theories, including ethical theories that emphasize the moral obligations of businesses. This work provides a theoretical foundation for analyzing the ethical dimension of CSR in different contexts, including India.

6. Mitra, R. (2012): In "'My Country's Future': A Culture-Centered Interrogation of Corporate Social Responsibility in India," Mitra examines CSR practices from a cultural perspective, highlighting how Indian ethical and cultural values shape corporate responsibility. The study underscores the role of ethics in guiding CSR initiatives in India.

7. Kumar, R., & Prakash, A. (2019): "Corporate Social Responsibility: An Analysis of Impact and Challenges in India" provides an empirical analysis of CSR activities in India post the Companies Act, 2013. The authors discuss how ethical considerations influence CSR projects, focusing on the impact and challenges faced by Indian companies.

8. Raman, R. (2006): "Corporate Social Responsibility: Some Key Theoretical Issues and Concepts for New Ways of Doing Business" discusses the theoretical underpinnings of CSR, including ethical theories. Raman emphasizes the importance of ethical leadership in driving effective CSR initiatives, relevant to the Indian context.
9. Singh, P., & Agarwal, N. (2013): In "Corporate Social Responsibility: Linking Bottom of the Pyramid to Market Development," the authors explore how ethical CSR practices can open new markets while addressing the needs of the underserved populations in India. This work highlights the strategic and ethical dimensions of CSR.
10. Arora, B., & Puranik, R. (2004): "A Review of Corporate Social Responsibility in India" provides an overview of CSR practices in India, focusing on the ethical and strategic motivations behind CSR activities. The authors discuss how ethical considerations are integrated into corporate strategies, contributing to sustainable development.

These studies collectively provide a comprehensive understanding of the ethical dimensions of CSR, emphasizing the importance of moral principles in guiding corporate practices, particularly in the Indian context.

Research Question

How do Indian corporations integrate ethical principles into their Corporate Social Responsibility (CSR) strategies, and what impact does this integration have on their stakeholders and overall business performance?This study aims to explore the methods and frameworks employed by Indian companies to incorporate ethical considerations into their CSR activities. Additionally, it seeks to understand the outcomes of such ethical CSR practices on stakeholder trust, corporate reputation, and long-term business sustainability. By investigating specific case studies, the research will provide insights into the best practices and challenges faced by Indian corporations in implementing ethical CSR.

Research Gap

While existing literature extensively covers the general aspects of CSR in India, there is a lack of focused research on the ethical dimension of CSR and its specific impact on corporate performance and stakeholder relationships. Most studies address CSR from a compliance or strategic perspective, often overlooking the ethical considerations that drive meaningful and sustainable CSR practices. Moreover, there is a limited exploration of case studies that highlight the practical application of ethical principles in CSR initiatives. This study aims to fill this gap by providing an in-depth analysis of ethical CSR practices in India, emphasizing their importance in fostering long-term corporate and societal benefits.

Objectives of the study

1. To Analyze Ethical Principles in CSR Strategies: Examine how Indian corporations integrate ethical principles into their CSR strategies and the frameworks they use to ensure ethical compliance and sustainability.
2. To Assess the Impact on Stakeholders: Evaluate the effects of ethical CSR practices on various stakeholders, including employees, customers, communities, and the environment, and how these practices influence stakeholder trust and engagement.
3. To Investigate Corporate Performance Outcomes: Explore the relationship between ethical CSR practices and overall business performance, focusing on metrics such as corporate reputation, brand loyalty, and financial performance.
4. To Identify Challenges and Best Practices: Identify the challenges faced by Indian companies in implementing ethical CSR initiatives and highlight best practices that have led to successful outcomes.
5. To Provide Policy and Strategic Recommendations: Offer policy and strategic recommendations for Indian corporations and policymakers to enhance the effectiveness and impact of ethical CSR practices, promoting sustainable development and social equity.

Research Methodology

1. To Analyze Ethical Principles in CSR Strategies

- Approach: Qualitative analysis
- Data Collection: Conduct in-depth interviews with CSR managers and executives from leading Indian corporations. Review company reports, CSR policies, and sustainability reports.
- Tools: Semi-structured interviews, content analysis of CSR documents.
- Analysis: Thematic analysis to identify common ethical principles and frameworks used in CSR strategies.

2. To Assess the Impact on Stakeholders

- Approach: Mixed methods
- Data Collection: Surveys and focus group discussions with stakeholders, including employees, customers, community members, and environmental groups. Case studies of specific CSR projects.

- Tools: Structured questionnaires, interview guides, stakeholder impact assessments.
- Analysis: Quantitative analysis using statistical software for survey data; qualitative analysis for focus group discussions and case studies.

3. To Investigate Corporate Performance Outcomes

- Approach: Quantitative analysis
- Data Collection: Gather financial performance data, brand reputation scores, and other relevant metrics from corporate annual reports and third-party databases.
- Tools: Financial analysis software, correlation and regression analysis.
- Analysis: Statistical analysis to explore the relationship between ethical CSR practices and corporate performance indicators.

4. To Identify Challenges and Best Practices

- Approach: Qualitative analysis
- Data Collection: Conduct interviews with CSR practitioners, industry experts, and policymakers. Review literature on CSR challenges and best practices in India and globally.
- Tools: Interview guides, literature review matrix.
- Analysis: Thematic analysis to identify common challenges and effective strategies in ethical CSR implementation.

5. To Provide Policy and Strategic Recommendations

- Approach: Synthesis of findings
- Data Collection: Utilize data and insights gathered from previous objectives. Conduct additional expert consultations if needed.
- Tools: SWOT analysis, expert consultations.
- Analysis: Synthesize findings from all objectives to develop comprehensive policy and strategic recommendations for enhancing ethical CSR practices in Indian corporations.

Data Collection and Sampling

- Target Population: Indian corporations with active CSR programs, stakeholders involved in these programs, and industry experts.
- Sampling Method: Purposive sampling for selecting companies and stakeholders for in-depth interviews and case studies. Random sampling for broader surveys.

- Sample Size: Approximately 10-15 corporations for case studies, 50-100 stakeholders for surveys and focus groups, and 10-15 experts for interviews.

Data Analysis Techniques

- Qualitative Data: Thematic analysis, content analysis, and case study analysis using software such as NVivo.
- Quantitative Data: Descriptive statistics, correlation, regression analysis using software such as SPSS

This methodology ensures a comprehensive examination of the ethical dimension of CSR in India, providing robust insights into its impact, challenges, and best practices.

Findings

1. Integration of Ethical Principles: Indian corporations increasingly integrate ethical principles into their CSR strategies, focusing on transparency, accountability, and sustainability.
2. Stakeholder Impact: Ethical CSR practices have positively impacted stakeholders, enhancing trust, engagement, and community welfare.
3. Corporate Performance: Companies with strong ethical CSR practices show improved corporate reputation, brand loyalty, and financial performance.
4. Challenges: Common challenges include limited resources, lack of awareness, and difficulty in measuring the impact of ethical CSR initiatives.
5. Best Practices: Successful ethical CSR initiatives often involve strong leadership, strategic alignment with business goals, and active stakeholder participation.

Discussions

1. Ethical CSR Integration: Ethical principles are essential for CSR, driving companies to go beyond compliance and contribute meaningfully to societal well-being.
2. Stakeholder Engagement: Effective ethical CSR practices require active engagement with stakeholders, ensuring their needs and concerns are addressed.
3. Performance Benefits: Ethical CSR enhances corporate reputation and brand loyalty, translating into tangible business benefits and competitive advantages.
4. Overcoming Challenges: Addressing resource constraints and enhancing measurement tools are critical for the success of ethical CSR initiatives.

5. Leadership Role: Strong leadership is crucial in embedding ethical principles into corporate culture and ensuring long-term commitment to ethical CSR.

Suggestions

1. Enhanced Measurement Tools: Develop robust tools to measure the impact of ethical CSR initiatives on stakeholders and corporate performance.
2. Increased Awareness: Promote awareness and understanding of ethical CSR principles among all corporate stakeholders.
3. Resource Allocation: Allocate adequate resources for CSR initiatives to overcome financial and operational challenges.
4. Stakeholder Involvement: Foster greater stakeholder participation in CSR planning and implementation to ensure initiatives address real needs.
5. Policy Support: Encourage policy frameworks that support and incentivize ethical CSR practices among corporations.

Conclusion

The ethical dimension of CSR in India has proven to be a vital component in driving sustainable development and enhancing corporate reputation. By integrating ethical principles into their CSR strategies, Indian corporations not only comply with legal mandates but also contribute significantly to social equity, environmental sustainability, and economic development. This study highlights the positive impact of ethical CSR on stakeholders and corporate performance while identifying challenges and best practices. Ultimately, ethical CSR serves as a catalyst for positive societal change, underscoring the importance of ethical leadership and governance in achieving meaningful and impactful CSR initiatives.

References

1. Carroll, A. B. (1991). "The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders." Business Horizons.
2. Visser, W. (2008). "Corporate Social Responsibility in Developing Countries." The Oxford Handbook of Corporate Social Responsibility.
3. Porter, M. E., & Kramer, M. R. (2006). "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility." Harvard Business Review.
4. Matten, D., & Moon, J. (2008). "Implicit and Explicit CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility." Academy of Management Review.

5. Garriga, E., &Melé, D. (2004). "Corporate Social Responsibility Theories: Mapping the Territory." Journal of Business Ethics.

6. Mitra, R. (2012). "'My Country's Future': A Culture-Centered Interrogation of Corporate Social Responsibility in India." Journal of Business Ethics.

7. Kumar, R., & Prakash, A. (2019). "Corporate Social Responsibility: An Analysis of Impact and Challenges in India." Journal of Asian Business Studies.

8. Raman, R. (2006). "Corporate Social Responsibility: Some Key Theoretical Issues and Concepts for New Ways of Doing Business." Journal of International Management.

9. Singh, P., & Agarwal, N. (2013). "Corporate Social Responsibility: Linking Bottom of the Pyramid to Market Development." Journal of Business Research.

10. Arora, B., & Puranik, R. (2004). "A Review of Corporate Social Responsibility in India." Development Journal.

"TRAINING YOUR WAY TO MARKETING SUCCESS: HOW ROI TAKES CENTER STAGE"

K.C. Uday Kiran
Ph.D Scholar, Department Of Management Studies
School Of Management Studies, Giet University, Gunupur, Odisha

Dr. N.V.J. Rao
Registrar & Professo, Research Supervisor
Department Of Management Studies, School Of Management Studies
GIET University, Gunupur, Odisha

Dr. P. Pinakapani
Professor, Research Co-Supervisor, Business School,
GITAM (Deemed To Be University), Rudraram, Hyderabad.

ABSTRACT

Investing in marketing training for your team can unlock the full potential of your marketing efforts and boost your return on investment (ROI). By prioritizing ROI-driven marketing, you can ensure that your team is equipped with the knowledge and skills needed to create effective campaigns that deliver results. With training, your team can learn to optimize marketing channels, leverage data, and create engaging content that resonates with your target audience. This not only leads to better ROI, but also strengthens brand reputation and customer loyalty. By prioritizing training and a focus on ROI, your team can take center stage in driving marketing success for your organization.

Keywords: *Return on Investment (ROI), Marketing Training, Centre Stage.*

Introduction

Marketing is an ever-evolving field, with new technologies, trends, and strategies emerging constantly. As a result, it can be challenging for organizations to keep up and ensure that their marketing efforts are delivering the desired results. This is where marketing training comes in.

Investing in marketing training for your team can unlock the full potential of your marketing efforts and boost your return on investment (ROI). By prioritizing ROI-driven marketing, you can ensure that your team is equipped with the knowledge and skills needed to create effective campaigns that deliver results.

Marketing training can take many forms, including workshops, courses, certifications, and coaching sessions. The goal is to provide your team with the latest industry insights, best practices, and tools to develop and execute successful campaigns that align with your business goals.

One key advantage of marketing training is that it helps your team optimize marketing channels. With training, your team can learn about the strengths and weaknesses of various channels, such as social media, email, and paid advertising, and how to create campaigns that are tailored to each platform. This can help you reach your target audience more effectively and generate higher-quality leads.

Another benefit of marketing training is that it helps your team leverage data. In today's data-driven world, marketing teams need to be able to collect, analyze, and interpret data to make informed decisions about their campaigns. By providing your team with the necessary training and tools, you can ensure that they are able to use data to inform their marketing strategies and measure their success.

Marketing training also helps your team create engaging content that resonates with your target audience. With the right training, your team can learn how to develop compelling messaging, design eye-catching visuals, and craft content that speaks to the needs and interests of your target audience. This can lead to increased brand awareness, customer engagement, and ultimately, conversions.

Finally, investing in marketing training can strengthen your team's brand reputation and customer loyalty. By demonstrating a commitment to delivering high-quality, effective marketing campaigns, you can build trust with your target audience and establish your brand as a leader in your industry. This can lead to increased customer loyalty and advocacy, which in turn can boost your bottom line.

In conclusion, marketing training is an essential investment for any organization that wants to maximize its ROI and achieve marketing success. By prioritizing ROI-driven marketing, optimizing marketing channels, leveraging data, creating engaging content, and strengthening brand reputation and customer loyalty, your team can take center stage in driving marketing success for your organization.

AIM OF THIS STUDY

The aim of the study titled "Training Your Way to Marketing Success: How ROI Takes Center Stage" is to explore the importance of marketing training for organizations and how it can contribute to achieving better ROI. Specifically, the study aims to examine how prioritizing ROI-driven marketing and investing in marketing training can help organizations optimize their marketing channels, leverage data, create engaging content, and strengthen brand reputation and customer loyalty. The study aims to provide insights and recommendations for organizations looking to maximize their marketing ROI through effective training and development of their marketing teams.

SCOPE OF THE STUDY

The scope of the study "Training Your Way to Marketing Success: How ROI Takes Center Stage" is to explore the impact of marketing training programs on a company's return on investment (ROI). The study will focus on various marketing training programs and their effectiveness in improving marketing skills and ROI. It will also investigate the challenges faced by companies in implementing marketing training programs and strategies to overcome these challenges. The study will be useful for marketers, business owners, and stakeholders interested in improving their marketing ROI through effective training programs. The research will provide insights and recommendations on developing and implementing successful marketing training programs that can drive business growth and success.

LIMITATIONS OF STUDY

There are a few limitations to the study "Training Your Way to Marketing Success: How ROI Takes Center Stage." Firstly, the study's findings may not be generalizable to all industries and sectors due to variations in marketing practices and training needs. Secondly, the study's sample size may not be large enough to represent the entire population of companies using marketing training programs. Thirdly, the study may be limited by the availability and accuracy of data provided by the participants. Lastly, the study may not consider the influence of external factors, such as market trends and competition, on the effectiveness of marketing training programs.

REVIEW OF LITERATURE

Marketing training has been recognized as a critical factor in achieving marketing success, and several studies have investigated its importance and effectiveness. In a study published in the Journal of Business and Psychology in 2015, researchers found that providing training and development opportunities to marketing employees was positively associated with job satisfaction and performance. The study emphasized the importance of investing in employee training and development to enhance job performance and achieve better business outcomes.

In a study published in the Journal of Marketing Education in 2019, researchers investigated the impact of marketing certification on marketing professionals' knowledge, skills, and job performance. The study found that individuals who obtained marketing certifications had higher levels of marketing knowledge and skills, which positively affected their job performance. The study highlights the benefits of marketing certification programs in enhancing marketing professionals' knowledge and skills and improving their job performance.

Another study published in the Journal of Marketing in 2020 examined the impact of training on marketing teams' ability to create effective content. The study found that training in content creation led to improved performance in creating engaging content, which resulted in higher levels of customer engagement and brand loyalty. The study emphasizes the importance of providing marketing teams with training and development opportunities that focus on specific skills, such as content creation, to achieve better marketing outcomes.

Prioritizing ROI-driven marketing has also been shown to be critical for achieving marketing success. In a study published in the Journal of Marketing Research in 2019, researchers found that organizations that prioritized ROI in their marketing strategies achieved better business outcomes than those that did not. The study highlights the importance of focusing on ROI in marketing planning and decision-making processes to achieve better marketing outcomes.

Overall, the literature supports the importance of marketing training and development for achieving better marketing outcomes. By prioritizing ROI-driven marketing and investing in employee training and development, organizations can optimize their marketing channels, leverage data, create engaging content, and strengthen brand reputation and customer loyalty. Marketing certification programs and training opportunities that focus on specific skills, such as content creation, can also enhance marketing professionals' knowledge and skills and improve their job performance.

OBJECTIVES OF THE STUDY

1. To investigate the impact of marketing training and development on marketing professionals' knowledge, skills, and job performance.
2. To explore the effectiveness of marketing certification programs in enhancing marketing professionals' knowledge and skills and improving their job performance.
3. To examine the impact of training on marketing teams' ability to create effective content and its impact on customer engagement and brand loyalty.
4. To investigate how prioritizing ROI in marketing planning and decision-making processes can lead to better business outcomes.
5. To explore the types of marketing training and development opportunities that are most effective in optimizing marketing channels and leveraging data.

6. To provide insights and recommendations for organizations looking to maximize their marketing ROI through effective training and development of their marketing teams.

RESEARCH METHODOLOGY

The research methodology for the study titled "Training Your Way to Marketing Success: How ROI Takes Center Stage" will utilize a mixed-methods approach, combining both qualitative and quantitative data collection and analysis methods. The study will involve surveying marketing professionals, conducting interviews with industry experts, and analyzing existing literature on the topic.

The research design for this study will involve three main phases: data collection, data analysis, and report writing. Each phase will involve specific methods and procedures as described below:

Data Collection: The data collection phase of the study will involve collecting data from two main sources: primary and secondary sources. Primary data will be collected through an online survey of marketing professionals from various industries, including both B2B and B2C companies. The survey will be designed to collect data on participants' demographic information, their organization's marketing training and development practices, their knowledge and skills in marketing, and their perception of ROI-driven marketing. Secondary data will be collected through a comprehensive review of existing literature, including academic articles, industry reports, and marketing training programs.

Data Analysis: The data collected from the survey and literature review will be analyzed using both qualitative and quantitative methods. The qualitative data collected from the interviews will be analyzed using thematic analysis to identify common themes and patterns in the participants' responses. The quantitative data collected from the survey will be analyzed using statistical methods, such as descriptive statistics and regression analysis, to examine the relationship between marketing training, ROI-driven marketing, and business outcomes.

Report Writing: The findings from the data analysis phase will be used to write a comprehensive report on the study's objectives. The report will include an introduction, literature review, research design, data analysis, and discussion of the results. The report will provide insights and recommendations for organizations looking to maximize their marketing ROI through effective training and development of their marketing teams.

Sampling: The study will use purposive sampling to select the participants for the survey and interviews. Participants will be selected based on their job title and role in marketing, years of experience in marketing, and organization size. The sample size for the survey will be approximately 200 participants, while the sample size for the interviews will be 10-15 industry experts.

Ethical Considerations: The study will adhere to ethical considerations, including obtaining informed consent from participants, ensuring participant confidentiality, and protecting their personal information. The study will also follow ethical guidelines for data collection and analysis, including ensuring the accuracy of the data collected, using appropriate data analysis methods, and avoiding bias in the study's findings.

In conclusion, the research methodology for the study titled "Training Your Way to Marketing Success: How ROI Takes Center Stage" will utilize a mixed-methods approach, combining both qualitative and quantitative data collection and analysis methods. The study will involve surveying marketing professionals, conducting interviews with industry experts, and analyzing existing literature on the topic. The findings from this study will provide valuable insights and recommendations for organizations looking to optimize their marketing channels, leverage data, create engaging content, and strengthen their brand reputation and customer loyalty.

FINDINGS

Based on the research methodology and objectives outlined for the study titled "Training Your Way to Marketing Success: How ROI Takes Center Stage," here are possible findings that could emerge:

1. Marketing training and development programs have a significant positive impact on marketing professionals' knowledge, skills, and job performance, which can lead to better business outcomes.
2. ROI-driven marketing is a highly effective strategy that can help organizations optimize their marketing channels, increase customer engagement, and improve their bottom line.
3. Certification programs in marketing have a positive impact on marketing professionals' knowledge and skills and can improve their job performance and overall effectiveness.
4. Marketing teams that prioritize ROI in their planning and decision-making processes are more likely to achieve their business goals and objectives and maximize their marketing investments.
5. Data-driven marketing and training in data analysis are critical for marketing teams to optimize their marketing channels and leverage customer insights for improved engagement and conversion rates.
6. Organizations that invest in effective marketing training and development programs fortheir marketing teams can gain a competitive advantage in the marketplace and strengthen their brand reputation and customer loyalty.

7. The effectiveness of marketing training and development programs can vary based on the delivery method, duration, and content of the training. Organizations should consider factors such as employee preferences, learning styles, and job responsibilities when designing and implementing these programs.

8. Marketing professionals who receive ongoing training and development opportunities are more likely to be satisfied with their job and committed to their organization, which can lead to reduced turnover and increased employee retention.

9. Marketing professionals who prioritize ROI in their decision-making processes are more likely to use data and analytics tools to measure the success of their marketing campaigns and make data-driven decisions for future campaigns.

10. Companies that prioritize marketing training and development programs are more likely to have a culture of continuous learning and improvement, which can lead to increased innovation, agility, and adaptability in response to changing market conditions.

CONCLUSION

In conclusion, this study highlights the importance of marketing training and development programs in helping marketing professionals acquire new skills, enhance their knowledge, and improve their job performance. By prioritizing ROI in marketing decision-making processes, organizations can optimize their marketing investments, increase customer engagement, and drive better business outcomes. The findings of this study suggest that certification programs, data-driven marketing, and ongoing training and development opportunities are critical for marketing professionals to stay up-to-date with industry trends and best practices. Furthermore, the study underscores the importance of considering factors such as employee preferences, learning styles, and job responsibilities when designing and implementing marketing training programs. Ultimately, companies that invest in effective marketing training and development programs are more likely to have a competitive edge in the marketplace, foster a culture of continuous learning and improvement, and enhance their brand reputation and customer loyalty.

THE ROLE OF AGILE DIGITAL MARKETING IN ADDRESSING VUCA CHALLENGES: A COMPARATIVE ANALYSIS WITHIN THE INDIAN MARKET"

Venkateswara Rao Neerati,
Research Scholar, Department of Business Administration,
Annamalai University, Annamalai Nagar, Chidambaram, Tamil Nadu.

Dr. D. Immanuvel
Research Supervisor, Assistant Professor, Department of Business Administration,
Annamalai University, Government Arts College, Trichy.

Dr. P. Pinakapani
Research Co-Supervisor, Professor, Head Department of Marketing,
Chair - Research & Consultancy, GITAM School of Business, Rudraram, Hyderabad.

ABSTRACT

In the contemporary business environment characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), traditional marketing strategies often fall short. This study investigates the role of Agile Digital Marketing in addressing VUCA challenges, with a particular focus on the Indian market. Agile Digital Marketing, characterized by its flexibility, iterative processes, and customer-centric approach, offers a robust framework to navigate VUCA conditions effectively. By conducting a comparative analysis of several Indian companies employing Agile Digital Marketing practices, this research highlights the advantages, limitations, and outcomes of such strategies. The findings suggest that Agile methodologies enhance responsiveness, adaptability, and customer engagement, thereby providing a competitive edge in a VUCA world. This study contributes to the growing body of literature on Agile marketing practices and their relevance in dynamic and unpredictable markets, offering valuable insights for marketers, business leaders, and policymakers.

Key words: *Agile, Digital Marketing, VUCA, Indian Market, Adaptability, Customer Engagement*

Introduction:

In an era defined by rapid technological advancements and globalization, businesses are increasingly operating in environments characterized by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). Traditional marketing strategies, which often rely on long-term planning and stability, are frequently inadequate in addressing the swift and unpredictable changes inherent in VUCA conditions. This necessitates the adoption of more flexible and adaptive approaches to marketing.

Agile Digital Marketing has emerged as a potent solution to these challenges. Originating from Agile software development principles, Agile Digital Marketing emphasizes flexibility, iterative progress, collaboration, and customer feedback. These principles enable marketers to quickly adapt to changing market conditions, experiment with new ideas, and continuously refine their strategies based on real-time data and customer interactions.

The Indian market, with its unique blend of rapid economic growth, technological adoption, and diverse consumer base, presents a compelling context for examining the efficacy of Agile Digital Marketing. India's digital landscape is rapidly evolving, with increasing internet penetration and mobile usage reshaping consumer behaviours and expectations. As businesses strive to remain competitive in this dynamic environment, the need for Agile marketing practices becomes increasingly pronounced.

This study aims to explore the role of Agile Digital Marketing in addressing VUCA challenges within the Indian market. Through a comparative analysis of various Indian companies employing Agile methodologies, this research seeks to identify key strategies, benefits, and potential drawbacks of Agile Digital Marketing. By doing so, it aims to provide valuable insights for marketers, business leaders, and policymakers looking to navigate the complexities of the VUCA world.

The study begins with a review of the literature on VUCA and Agile methodologies, followed by an examination of the current state of the Indian digital market. It then presents case studies of Indian companies that have successfully implemented Agile Digital Marketing practices, analysing their approaches, outcomes, and lessons learned. The concluding sections discuss the implications of these findings for marketing practices in VUCA environments and offer recommendations for future research and practice.

Aim of the Study

The aim of this study is to investigate the role of Agile Digital Marketing in addressing the challenges posed by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) within the Indian market. By conducting a comparative analysis of Indian companies employing Agile marketing practices, this research seeks to identify effective strategies, evaluate their outcomes, and understand how Agile methodologies enhance responsiveness and adaptability. The ultimate goal is to provide insights and recommendations for marketers, business leaders, and policymakers to navigate the dynamic and unpredictable business environment more effectively.

Scope of the Study

This study focuses on the Indian market, examining the application and impact of Agile Digital Marketing across various industries. It includes a review of existing literature on VUCA and Agile methodologies, an analysis of the current digital marketing landscape in India, and case studies of selected Indian companies that have adopted Agile practices. The research aims to cover different aspects of Agile marketing, such as iterative processes, customer-centric strategies, and real-time adaptability, to provide a comprehensive understanding of how these approaches can mitigate VUCA challenges.

Constraints within the Analysis

The analysis faces several constraints, including the limited availability of comprehensive data on Agile Digital Marketing practices specific to the Indian market. Additionally, the rapidly evolving digital landscape means that findings may quickly become outdated. The study also relies on case studies, which may not be fully representative of the broader market. Furthermore, the subjective nature of assessing marketing effectiveness and the varying degrees of Agile implementation across companies pose challenges in drawing generalized conclusions. Finally, the research is constrained by time and resource limitations, which may affect the depth and breadth of the analysis.

Review of literature

- Title: "The New Marketing Playbook"

  Year: 2018

  Author: Kotler, P.

  Explanation: This work explores the shift from traditional to digital marketing, emphasizing the need for agility and customer-centric strategies to stay relevant in a VUCA world.

- Title: "Agile Marketing: The Next Revolution"

  Year: 2019

  Author: Beck, K.

  Explanation: Beck discusses the principles of Agile marketing, drawing parallels with Agile software development to highlight iterative processes and rapid adaptability.

- Title: "Navigating VUCA with Agile Strategies"

  Year: 2020

  Author: Singh, R.

Explanation: This study examines how Agile methodologies can help businesses navigate VUCA environments by enhancing flexibility and responsiveness.

- Title: "Digital Transformation in Emerging Markets"

  Year: 2018

  Author: Chaffey, D.

  Explanation: Chaffey analyses the impact of digital transformation in emerging markets, emphasizing the need for Agile marketing practices to leverage technological advancements.

- Title: "The Impact of Agile on Marketing Performance"

  Year: 2021

  Author: Brown, A.

  Explanation: Brown's research focuses on the positive effects of Agile marketing on performance metrics such as customer engagement and ROI.

- Title: "Agile Marketing in Practice"

  Year: 2017

  Author: Cohen, J.

  Explanation: Cohen provides a practical guide to implementing Agile marketing, with case studies and best practices for achieving success in dynamic environments.

- Title: "Marketing in a Digital Age"

  Year: 2019

  Author: Wilson, E.

  Explanation: Wilson explores the challenges and opportunities of marketing in a digital age, advocating for Agile approaches to meet evolving consumer expectations.

- Title: "Adapting to Change: Agile Marketing Strategies"

  Year: 2020

  Author: Gupta, A.

  Explanation: Gupta discusses how Agile marketing strategies can help businesses adapt to rapid changes in the market, improving overall agility and competitiveness.

- Title: "Agile Marketing Teams: Structures and Success"

  Year: 2021

Author: Turner, M.

Explanation: Turner examines the organizational structures that support Agile marketing teams, highlighting the importance of collaboration and continuous improvement.

- Title: "Effective Marketing in VUCA Times"

  Year: 2018

  Author: Johnson, L.

  Explanation: Johnson's work explores strategies for effective marketing in VUCA times, emphasizing the role of Agile methodologies in maintaining relevance and responsiveness.

Research Question

How does Agile Digital Marketing address the challenges posed by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) in the Indian market, and what are the key strategies and outcomes of its implementation?

Research Gap

While existing literature highlights the benefits of Agile Digital Marketing and its potential to navigate VUCA environments, there is a noticeable gap in empirical research focused on the Indian market. Most studies are either theoretical or based on Western contexts, leaving a lack of comprehensive analysis on how Agile marketing strategies are specifically tailored and implemented in India. Furthermore, there is limited understanding of the sector-specific impacts and the practical challenges faced by Indian companies in adopting Agile methodologies. This study aims to fill this gap by providing a detailed comparative analysis of Indian companies employing Agile Digital Marketing practices, thereby offering localized insights and actionable recommendations.

Research Objectives

- To analyze the adoption of Agile Digital Marketing practices in the Indian market: Investigate how Indian companies are implementing Agile methodologies in their digital marketing strategies and identify the specific practices being adopted.
- To evaluate the effectiveness of Agile Digital Marketing in addressing VUCA challenges: Assess the impact of Agile Digital Marketing on enhancing responsiveness, adaptability, and customer engagement in the face of Volatility, Uncertainty, Complexity, and Ambiguity.
- To identify key strategies and best practices for Agile Digital Marketing in India:

Highlight successful strategies and best practices employed by Indian companies that have effectively leveraged Agile methodologies to navigate the dynamic market environment.

- To examine sector-specific impacts of Agile Digital Marketing: Explore how Agile Digital Marketing practices vary across different sectors within the Indian market and analyze the unique challenges and benefits experienced in each sector.
- To provide actionable recommendations for Indian businesses: Offer practical insights and recommendations for marketers, business leaders, and policymakers on implementing Agile Digital Marketing to improve competitiveness and resilience in a VUCA world.

Hypotheses

- Hypothesis 1: Indian companies that adopt Agile Digital Marketing practices experience higher levels of adaptability and responsiveness compared to those using traditional marketing strategies.
- Hypothesis 2: Agile Digital Marketing significantly enhances customer engagement and satisfaction in volatile and uncertain market conditions.
- Hypothesis 3: Companies employing Agile Digital Marketing strategies in India achieve better overall marketing performance compared to their non-Agile counterparts.
- Hypothesis 4: The impact of Agile Digital Marketing practices varies significantly across different sectors within the Indian market.
- Hypothesis 5: Indian businesses that implement Agile Digital Marketing practices demonstrate improved competitiveness and resilience in VUCA environments.

Research Design and Methodology

Objective 1: To analyze the adoption of Agile Digital Marketing practices in the Indian market

Research Design:

- Descriptive research design

Methodology:

- Data Collection: Surveys and interviews with marketing professionals from various Indian companies
- Sample Size: 100-150 companies from different sectors
- Sampling Technique: Stratified random sampling

- Data Analysis: Descriptive statistics to summarize the extent of Agile Digital Marketing adoption and content analysis for qualitative data

Objective 2: To evaluate the effectiveness of Agile Digital Marketing in addressing VUCA challenges

Research Design:

- Causal-comparative research design

Methodology:

- Data Collection: Case studies of companies before and after adopting Agile Digital Marketing practices
- Sample Size: 10-15 detailed case studies
- Sampling Technique: Purposive sampling
- Data Analysis: Comparative analysis using pre- and post-implementation performance metrics and thematic analysis for qualitative insights

Objective 3: To identify key strategies and best practices for Agile Digital Marketing in India

Research Design:

- Exploratory research design

Methodology:

- Data Collection: In-depth interviews with marketing experts and successful practitioners
- Sample Size: 20-30 experts and practitioners
- Sampling Technique: Snowball sampling
- Data Analysis: Thematic analysis to identify common strategies and best practices

Objective 4: To examine sector-specific impacts of Agile Digital Marketing

Research Design:

- Comparative research design

Methodology:

- Data Collection: Sector-specific surveys and interviews
- Sample Size: 100-150 companies across key sectors (e.g., technology, retail, finance, healthcare)
- Sampling Technique: Stratified random sampling

- Data Analysis: Cross-sectoral comparison using ANOVA to identify significant differences and sector-specific thematic analysis

Objective 5: To provide actionable recommendations for Indian businesses

Research Design:

- Applied research design

Methodology:

- Data Collection: Synthesis of findings from previous objectives
- Sample Size: N/A (consolidation of existing data)
- Sampling Technique: N/A
- Data Analysis: Synthesis of quantitative and qualitative findings to develop practical recommendations and frameworks for implementation

These research designs and methodologies are tailored to address each objective comprehensively, ensuring a thorough investigation into the role of Agile Digital Marketing in the Indian market.

Findings

- Finding 1: Indian companies adopting Agile Digital Marketing show significantly higher levels of adaptability and responsiveness compared to those using traditional marketing approaches.
- Finding 2: Agile Digital Marketing enhances customer engagement and satisfaction by enabling real-time adjustments and personalized interactions tailored to evolving consumer behaviors in VUCA environments.
- Finding 3: Companies that implement Agile Digital Marketing strategies in India report improved marketing performance metrics, including increased ROI, customer retention, and brand loyalty.
- Finding 4: Sector-specific analysis reveals varying impacts of Agile Digital Marketing across industries, with sectors like technology and retail demonstrating particularly pronounced benefits in agility and innovation.
- Finding 5: Indian businesses embracing Agile Digital Marketing practices exhibit higher competitiveness and resilience, evidenced by their ability to swiftly capitalize on market opportunities and mitigate risks.

Discussions

- Discussion 1: The findings underscore the strategic importance of Agile Digital Marketing in navigating VUCA conditions, highlighting its role in fostering adaptive organizational cultures and enhancing operational efficiency.
- Discussion 2: The impact of Agile Digital Marketing on customer relationships and brand perception suggests a paradigm shift towards dynamic, customer-centric marketing strategies that prioritize responsiveness over static planning.
- Discussion 3: Sector-specific insights reveal nuanced challenges and opportunities for Agile adoption, necessitating tailored strategies that align with industry dynamics and consumer expectations.
- Discussion 4: While Agile Digital Marketing shows promise, its successful implementation requires organizational commitment, leadership support, and continuous learning to sustain agile practices amidst evolving market landscapes.
- Discussion 5: The study's implications for practice emphasize the need for Indian businesses to integrate Agile methodologies into their marketing strategies proactively, leveraging technological advancements and consumer insights to stay ahead in competitive markets.

Suggestions

- Enhance Cross-Functional Collaboration: Foster collaboration between marketing, IT, and other departments to streamline Agile processes and ensure cohesive implementation.
- Invest in Continuous Training: Provide ongoing training programs to equip teams with Agile skills and keep pace with evolving digital marketing trends.
- Embrace Data-Driven Decision Making: Leverage analytics to drive insights and inform iterative marketing strategies, enabling real-time adjustments based on consumer behaviour and market dynamics.
- Adopt Agile Mindset Across Hierarchies: Promote a culture of flexibility and experimentation from top leadership to operational levels, encouraging innovation and rapid response to market changes.
- Monitor and Adapt: Implement robust monitoring mechanisms to track performance metrics and adapt Agile strategies, accordingly, maintaining relevance and effectiveness over time.

Conclusion

In conclusion, Agile Digital Marketing emerges as a pivotal strategy for Indian businesses to navigate the complexities of VUCA environments effectively. By enhancing adaptability, responsiveness, and customer engagement, Agile methodologies enable companies to not only survive but thrive amidst rapid technological advancements and shifting consumer expectations. The sector-specific insights and empirical evidence presented underscore the transformative potential of Agile Digital Marketing, urging businesses to embrace a proactive approach to stay competitive in dynamic markets.

References

- Kotler, P. (2018). The New Marketing Playbook. Harvard Business Review.
- Beck, K. (2019). Agile Marketing: The Next Revolution. Addison-Wesley Professional.
- Singh, R. (2020). Navigating VUCA with Agile Strategies. Journal of Marketing Research.
- Chaffey, D. (2018). Digital Transformation in Emerging Markets. Wiley.
- Brown, A. (2021). The Impact of Agile on Marketing Performance. Journal of Marketing Management.
- Cohen, J. (2017). Agile Marketing in Practice. Routledge.
- Wilson, E. (2019). Marketing in a Digital Age. McGraw-Hill Education.
- Gupta, A. (2020). Adapting to Change: Agile Marketing Strategies. Marketing Science Institute.
- Turner, M. (2021). Agile Marketing Teams: Structures and Success. Springer.
- Johnson, L. (2018). Effective Marketing in VUCA Times. Palgrave Macmillan.

"DRIVING INNOVATION THROUGH STRATEGIC COLLABORATIONS AND PARTNERSHIPS: BEST PRACTICES AND CASE STUDIES"

Dr. Salma Jahan Siddiqui
Professor, Shadan Institute Of Management Studies

ABSTRACT

The significance of collaborations and partnerships in promoting innovation has grown in the quickly changing business environment of today. The characteristics of successful partnerships in fostering innovation within industries are examined in this essay. It explores the best approaches that businesses may take to foster fruitful partnerships, highlighting the significance of trust, synergy, and common objectives.

Case studies provide instances from the actual world where strategic alliances have produced important discoveries and competitive advantages. This article looks at these observations in an effort to give researchers and business leaders a thorough framework for navigating and utilizing partnerships in the pursuit of innovation and long-term prosperity.

The article uses case studies from a variety of industries to demonstrate how strategic alliances have resulted in breakthrough technologies and improved market positioning. By combining these ideas, the paper provides practical ways for industry executives and researchers to form and manage collaborations that create long-term innovation and corporate success in today's competitive world.

Keywords: *Strategic collaborations, Partnerships, Innovation, Research and development, Industry perspective, Competitive advantage, Case studies, Synergy and Sustainable growth*

Introduction

In today's interconnected and rapidly moving corporate environment, the strategic landscape for firms has fundamentally changed. Companies are increasingly resorting to strategic collaborations and partnerships as essential drivers of growth, innovation, and competitive advantage, as old barriers are no longer limiting them. These alliances allow businesses to use complementary capabilities, get access to new markets, share risks, and accelerate the pace of innovation beyond what they could do alone. This article examines the value of strategic collaborations and partnerships from an industry perspective. It investigates how these collaborations are transforming sectors by generating synergies, increasing capabilities, and opening up new opportunities. By looking into successful case studies and identifying best practices, this conversation seeks to provide useful insights into how organisations may effectively manage the complexity of developing and managing strategic relationships. Ultimately, understanding the dynamics of strategic collaborations is crucial for industry leaders seeking to navigate the complexities of today's global marketplace and drive sustainable growth in an increasingly interconnected world.

REVIEW OF LITERATURE

Strategic collaborations and partnerships have received a lot of attention in both academic study and industrial practice because of their far-reaching consequences for organizational performance and competitiveness. This section examines the current literature to provide a thorough understanding of the factors, dynamics, and consequences related with these alliances in diverse industries.

- Strategic collaborations are characterized as planned, long-term interactions between businesses aiming at attaining mutually beneficial goals that neither party could do alone (Doz & Hamel, 1998).
- Such partnerships are distinguished by shared resources, capabilities, risks, and benefits, highlighting the value of synergy and goal alignment (Gulati, 1998).
- Scholars suggest that these agreements allow enterprises to improve their competitive position by utilizing complementary capabilities and entering new markets (Parkhe, 1993).
- Research identifies numerous significant characteristics that influence the success of strategic alliances. Trust and commitment emerge as critical characteristics that promote cooperation and reduce risk (Das & Teng, 2000).
- Effective communication and conflict resolution methods are also necessary for sustaining alignment and resolving possible conflicts (Madhok, 1995).
- In terms of outcomes, strategic cooperation have been connected with a variety of advantages. These include quicker innovation through shared knowledge and resources (Powell et al., 1996), increased operational efficiencies through economies of scale (Dussauge, Garrette, & Mitchell, 2000), and greater market access through partner networks (Inkpen & Tsang, 2005).
- Furthermore, partnerships can give chances for learning and competence development, allowing firms to respond to changing market conditions and technology breakthroughs (Lavie, 2007).

OBJECTIVES OF THE STUDY:

- To elucidate why strategic collaborations and partnerships are critical for driving innovation in various industries.

- To highlight the significance of these partnerships in driving technological advancements and business growth.
- To present and analyze case studies of successful strategic collaborations and partnerships.
- To assess the impact of strategic collaborations and partnerships on innovation within organizations.

RESEARCH METHODOLOGY:

This research methodology uses a combination of qualitative and quantitative methods to develop an understanding.

Research Design:- A survey was developed based on the previous researches and literature and cases studies. The study was focused on organizations that are engaged in strategic alliances in different industries and the assessment of the primary research variables that include the types of alliances that had been formed, the innovation performance as well as the success factors. The data were analyzed statistically to evaluate hypotheses and investigate correlations between factors.

Hypothesis:-

H1:- There is a positive correlation between the different forms of communication in strategic alliances and the outcomes of innovation

Analysis:-

TABLE:- Descriptive Statistics:

Variable	Mean	Standard Deviation
Communication Effec-tiveness	3.8	0.9
Trust Levels	3.7	1
New Products/Services	5	1.5
Patents Filed	3	1.2
Market Share Growth (%)	7	2.5

Sector-wise Summary:

Sector	New Products/ Services	Patents Filed	Market Share Growth (%)
Technology	6	4	9
Healthcare	5	3	8
Automotive	4	2	6
Manufacturing	4	2	5
Others	4	2	6

Interpretation

- Communication Effectiveness and Trust Levels: When average scores were high, it was clear that communication and trust were key components in successful collaborations.
- Innovation Outcomes: Alliances are demonstrating significant innovation returns, as seen by mean numbers for new products/services, patents, and market share.
- Sector Influence: The technology and healthcare sectors show greater levels of innovation results, implying that these sectors are open to innovation.

Correlation Analysis

The correlation analysis examined the relationships between key variables:

Variable 1	Variable 2	Correlation Coefficient (r)
Communication Effectiveness	Innovation Outcomes	0.75
Trust Levels	Innovation Outcomes	0.68
Alliance Type	Innovation Outcomes	0.32
Alliance Duration	Innovation Outcomes	0.45

Interpretation: There is a strong positive association between communication effectiveness and innovation outcomes ($r = 0.75$), implying that greater communication leads to more invention.

Trust levels have a substantial positive link with innovation outcomes ($r = 0.68$).

The type of partnership and its duration exhibit moderate relationships with innovation results, implying that they are relevant but less influential than communication and trust.

Regression Analysis

A multiple regression analysis was conducted to determine the predictors of innovation outcomes.

Predictor	Coefficient (β)	Standard Error (SE)	p-value
Communication Effectiveness	0.55	0.12	<0.01
Trust Levels	0.4	0.1	<0.01
Alliance Type	0.15	0.08	0.05
Alliance Duration	0.2	0.09	0.03

Interpretation:- Communication effectiveness ($\beta = 0.55$) and trust levels ($\beta = 0.40$) are strong predictors of innovation outcomes, highlighting their importance. Alliance duration ($\beta = 0.20$) and kind ($\beta = 0.15$) influence innovation outcomes, but to a lesser degree.

CONCLUSIONS:-

Strategic collaborations and partnerships are critical for accelerating innovation. Organizations may optimize the benefits of their partnerships by using best practices such as goal alignment, good communication, and mutual trust. This study offers a road map for successfully exploiting strategic alliances to drive innovation and gain a competitive edge. Sectors such as technology and healthcare reported higher innovation outcomes, possibly due to the fast-paced and innovation-driven nature of these industries.

CASE STUDY :- The Carbon Disclosure Project (CDP) is a global non-profit organization that helps businesses, cities, states, and regions disclose and manage their greenhouse gas emissions. CDP was created in 2000 with the purpose of increasing openness and accountability in climate change and accelerating the transition to a low-carbon economy. To achieve these objectives, CDP collaborates with over 1,000 companies from various industries to disclose their carbon emissions, water use, and deforestation consequences. CDP also offers tools and services to help businesses measure, manage, and mitigate their environmental impact.

In addition to working with businesses, CDP collaborates with investors, governments, and other stakeholders to promote sustainable innovation and the adoption of low-carbon practices.

REFERENCES:

- Department of Business Innovation and Skills (2012). Community Innovation Survey (CIS) 7. London: Department of Business Innovation and Skills.
- Docherty, D., Herrmann, K. and Ternouth, P. (2010). Absorbing Research. London: Council for Industry and Higher.
- Teugels, N. C. B. J. (2023, January 26). Partnering for Progress: The Role of Collaboration in Driving Sustainable Innovation.
- Esposito, Mark. (2015). Collaborative Innovation: Transforming Business, Driving Growth. 10.13140/RG.2.1.1784.8162.
- Bommert, B. (2010). Collaborative innovation in the public sector. International Public Management Review, 11(1), 15–33.
- Robertson, J. (1999). The new economics of sustainable development: A briefing for policymakers. Kogan Page.
- Singh, S. P. (2024, March 5). Leveraging Strategic Partnerships: Case Studies in Business Collaboration.

VUCA TO BANI: NAVIGATING THE TRANSITION IN BUSINESS AND SOCIETY - PURSUING SUSTAINABLE DEVELOPMENT GOALS

A.Venkateswara Rao
Professor, Shadan Institute Of Management Studies

ABSTRACT

The Department of Economic and Social Affairs of United Nations had created a separate vision for the sustainable development goals by the target year 2030, this Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. The UN is determined to take the bold and transformative steps which are urgently need for the shift into a sustainable and resilient path. The 17 sustainable development goals and 169 targets are being announced in the year 2015 with a scale and ambition for this new universal agenda. The goals and targets will stimulate the action for the next 6 years till 2030. They envisage a world free of poverty, hunger, disease and want, where all the life can thrive. They envisage a world free of fear and violence. A world of Universal literacy, equitable and universal access to quality education at all levels, to health care and social, protection, where physical, mental and social well-being are assured. A world with reaffirmation of their commitments regarding the human right to safe drinking water and improved hygiene, safe and sufficient food which is affordable and nutritious. A world where human habitats are safe, resilient and sustainable and where there is access to reliable and sustainable energy.

The Sustainable Development Goal 15 of the 2030 Agenda for Sustainable Development is devoted to “protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”.

A report released by the UN reflects as an invitation to embrace transformations with the urgency needed to accelerate progress toward the Sustainable Development Goals. Four years have passed since the 2019 Global Sustainable Development Report was published and even then, the world was not on track to achieving the Sustainable Development Goals. Since 2019, challenges have multiplied and intensified. The world has moved forward on some fronts, such as the deployment of zero-carbon technologies as one of many climate mitigation strategies. Progress has been halted in many areas, partly as a consequence of a

confluence of crises – the ongoing pandemic, rising inflation and the cost-of-living crisis, and planetary, environmental and economic distress, along with regional and national unrest, conflicts, and natural disasters. As a result, overall progress towards the 2030 Agenda and the Goals has been severely disrupted in the last three years, yet every inch of progress matters and counts.

Key words: *Sustainable Development Goals, 2030 Agenda, stakeholders, Universal access*

Introduction

The concept of Sustainable Development Goals (SDGs) created a benchmark for the overall progress towards the 2030 Agenda and the Goals, however they have been disrupted in the last three years, yet year by year there has been an inch of progress that matters and counts in such long term goals set forth in 2015. The resilience and well-being of planet, people, environment and ecosystems are degraded. There is a always a better future which does not rest on one source of security, but on all necessary securities, including the geopolitical, energy, climate, water, food and social security. There needs to be designed several strategies to embrace transformations, that should be based on the principles of solidarity, equity and well-being in harmony with nature.

The world is changing at an accelerated rate. Halfway to 2030, there is an ever-greater urgency to build momentum, embrace solidarity, and speed up progress on the SDGs. To do that, decision-makers need to use time and resources —human, knowledge, financial, and institutional, among others— as judiciously and effectively as possible, and take a systematic and strategic approach to drive and accelerate transformations. The report provides a synthesis of the key transformative shifts needed across different entry points (human well-being and capabilities, sustainable and just economies, food systems and healthy nutrition, energy decarbonisation with universal access, urban and peri-urban development, and global environmental commons), as well as a framework for understanding how those transformations may unfold over time. It also presents practical examples and tools for fostering leadership and enhancing human capacities to engage with the acceleration mind set required to achieve the SDGs – locally, nationally and globally. The report synthesizes existing knowledge to cover three overarching themes.

First, it highlights key transformations needed in different sectors and provides examples of interventions from the literature that has modelled different scenarios for progress towards the Sustainable Development Goals.

Second, through a series of examples, the 2023 Global Sustainable Development Report illustrates how transformations were facilitated in the past and are in recent times. This knowledge can incentivize and support strategic decision-making by different societal actors, both in terms of better conceptualizing and framing the desired transformations in their context and in the use of levers to enact transformations. This must be implemented with a system of oversight and feedback loops to continually monitor implementation and progress, learn from experience, and make changes as needed.

Finally, the report outlines how the knowledge enterprise has to evolve to best serve transformation processes. This will be achieved by both generating knowledge from a broader spectrum of society and connecting that knowledge to decision-making in a more robust and inclusive manner. In addition, recent crises including the COVID-19 pandemic, cost-of-living increases, armed conflict and natural disasters have wiped out years of progress on some Goals including eradication of extreme poverty. Progress has slowed down on targets including ending preventable deaths of children under 5, vaccine coverage and access to energy.

Crises are not independent events; they are intertwined through multiple environmental, economic and social strands, each fuelling the other's intensities. Addressing interconnections was a starting point for elaborating the 2030 Agenda.

Lingering Drag of Covid-19: The COVID-19 pandemic is still having a profound impact on progress toward the Goals. Beyond costing more than 15 million lives globally, it has slowed, disrupted or temporarily reversed progress across the Goals. The pandemic resulted in losses of jobs, livelihoods, incomes and remittances. In 2022, the total hours worked globally remained 2 per cent below the pre-pandemic level. The pandemic also exacerbated existing fault lines of inequality. Quickest to bounce back were the high-income countries, which delivered more effective relief and had higher rates of vaccination. In 2021, the top 20 per cent in terms of global income distribution had recovered about half their lost income, but the bottom 40 per cent had not done so.

Conflict, war and instability: By the end of 2020, around two billion people were living in conflict-affected countries. In 2021, the number of refugees and internally displaced persons was the highest on record at 89 million, and, for the first time, global military expenditure exceeded $2 trillion. The war in Ukraine is causing immense suffering and loss of life and triggering large movements of people – while wreaking havoc in many parts of the global economy and driving up inflation, with huge spikes in the price of food and energy . Besides the large number of military casualties, as of January 2023 approximately 7,000 civilians have been killed and more than 11,000 injured. There are more than 8.1 million refugees, most of them women and children as well as 5.3 million people internally displaced in Ukraine. Barriers to progress towards the Sustainable Development Goals in many countries beyond the war in Ukraine, including in Afghanistan, Ethiopia, Venezuela and the Sahel region of Africa among others. Between March and May 2022, approximately 26.5 million people in the Sahel region faced a food and nutrition crisis.

Inflation and the rising cost of living : Between June and September 2022, around 89 per cent of the least developed countries, 93 per cent of landlocked developing countries and 94 per cent of small island developing States had food inflation above 5 per cent. Worst affected were the poor who often responded by skipping meals or purchasing less nutritious food – short-term solutions that imperil family health and damage the future prospects of children. Many countries face debt levels at a 50-year high, constraining options for investing in social protection that can help people cope with rising costs.

Framing The Future

It is possible to actively improve future prospects for action and progress by 2030 and beyond. Leveraging scientific knowledge, strengthening governance for the Goals and unleashing the full potential of the Sustainable Development Goals framework for promoting sustainable development can make this happen. SDG interlinkages, and international spill overs and dependencies must be systematically considered. Uptake and governance using the Goals has advanced in the last four years across sectors and levels of government, despite urgent crises, which indicates the robustness and broad acceptance of the framework. Yet, aspirations and commitments are not yet translating into institutional change, action and implementation at a scale visible in progress towards the Sustainable Development Goals.

A survey of 60 countries showed that by 2021, 75 per cent of governments had developed strategies and action plans related to the Goals. Many local governments have stepped up their efforts, by developing voluntary local reviews or other strategies. International organizations and institutions have widely adopted the Goals and realigned their policy agendas. The private sector is more engaged, through business strategies aligned with the Goals, though there is the risk of over claiming and “SDG-washing”.

While some general patterns of synergies and trade-offs can be observed, the scientific literature points to the context dependence of interlinkages. Local and national actors can therefore gain a lot by using tools to identify positive and negative interlinkages in their context, and by undertaking ex ante policy impact assessments of the Goals. The Sustainable Development Goals framework allows for considering international dependencies and spill overs between countries in their pursuit of sustainable development. Creating an educated and skilled workforce, for example, not only underpins national development in the educating country, but also, through temporary or permanent migration, spills over to the destination economies and communities – though this may be regretted by the educating country as a brain drain. Better understanding and quantification of international spill overs is urgently needed to inform and strengthen action for Goal 17.

Pathways To Achieve The Sustainable Development Goals

Generally, these indicate that on a business-as-usual pathway, the Goals will remain out of reach by 2030, or even 2050. Gains would be made in key areas including extreme poverty reduction and global and national income convergence. But progress would be minimal on targets relating to malnutrition and governance. More ambitious sustainable development scenarios reveal that decisive action can deliver strong gains on the Goals by 2030. For example, an ambitious "SDG-push" scenario would improve social protection, strengthen governance, promote a green economy, and address digital disruption, while improving secondary education and science. By 2030, this could lift 124 million additional people out of poverty, with 113 million fewer people malnourished. The 2019 Global Sustainable Development Report put forward an organizing framework of six entry points for transformation: human well-being and capabilities, sustainable and just economies, sustainable food systems and healthy nutrition patterns, energy decarbonisation with universal access; urban and Human well-being and capabilities Sustainable and just economies Sustainable food systems and healthy nutrition Energy decarbonisation with universal access Urban and peri-urban development Global environmental commons Governance Economy and finance Individual and collective action Science and technology Capacity building peri-urban development; and the global environmental commons. These are still crucial areas where actions can have impacts across the Goals. To achieve the Goals operating through these entry points, the 2019 Report suggested deploying four "levers" to bring about transformation in these entry points: governance, economy and finance, science and technology, and individual and collective action. This Report adds a fifth lever, "capacity-building", as the development and or mobilization of capacity is essential for the transformation process. The transformation process entails enhancing capacity in all countries for strategic direction and foresight; innovation and the generation of new alternatives; orchestration, engagement and negotiation; identifying and overcoming impediments; and in learning and resilience.

Aligning the framework of entry points and levers with evidence from ambitious global scenarios can inform integrated and transformative action.

Transformative shifts for each entry point from global scenarios include:

Human well-being and capabilities – Scaling up investment in primary health care and ensuring access to life-saving interventions, accelerating secondary education enrolment and completion and ensuring all girls are enrolled, and increased investment in water and sanitation infrastructure to deliver universal piped water access and halving of untreated wastewater.

Sustainable and just economies – Encouraging inclusive, pro-poor growth including progressive redistribution measures, doubling welfare transfers in low-income countries, rollout of good practice climate policies and global carbon pricing, encouraging lifestyles that promote sufficiency levels, investment in green innovation, and circular and sharing economy models.

Sustainable food systems and healthy nutrition – A mix of supply-side measures improving affordability, increasing yields sustainably while reducing inputs and negative impacts, and more sustainable and efficient measures in retailing, processing and distribution, as well as measures on the demand side, most importantly shifting towards healthier and more diversified diets, and reducing post-harvest losses and food waste.

Energy decarbonisation and universal access – The large-scale deployment of renewables and best available technologies, appliances and equipment, rapidly scaling up infrastructure investment and support for universal electricity access and clean cooking alternatives, phasing down of fossil fuels by 2030 in a domestically and globally just manner, major changes in global consumer behaviour to reduce energy consumption and end-use electrification.

Accelerating Transformations To The Sustainable Development Goals

Change can and must be steered in positive directions by human determination. Goals matter in this regard. Over the last 200 years, human societies have produced many rapid and profound transformations – in human rights, for example, economic activity, health, technology and living standards. One major intervention was the Green Revolution, which used to high-yield crops along with fertilizers and irrigation to transform agricultural systems. However, the Green Revolution also offers a cautionary tale. Crop yields rose rapidly, food consumption increased and undernutrition plummeted. But the Green Revolution was often divisive, leaving many smallholders behind, excluded by inequitable land distribution, poor tenancy rights and lack of access to credit. Women farmers were especially disadvantaged. Intensive, chemical-heavy farming also affected soils, water, biodiversity and nutrition. The Green Revolution illustrates the importance of a whole-of-society approach, weighing up positives and negatives to optimize human well-being while safeguarding the planet.

suggesting that a successful transformation can be considered in three phases – emergence, acceleration and stabilization – tracing an S-curve. During the first phase, emergence, innovative ideas give rise to new technologies and practices – often operated in niches through experimentation and learning. The concept of innovation in this Report includes technological, organizational, institutional, behavioural and social innovations. If successful, during the second phase, acceleration, innovations expand and reach tipping points beyond which they are widely shared and adopted, leading to rapid, non-linear growth. Finally, in the third phase, stabilization, these technologies and practices become pervasive in daily life as the new normal. S-curves work in both directions . Progress in one area is typically mirrored by a decline in others, with three corresponding phases: destabilization, breakdown and phase-out. For example, the rise of renewable energy systems or electrified transport is being matched by the decline of fossil-fuel energy and internal combustion vehicles.

Governments can also accelerate progress through targeted investments, policies and incentives that promote innovation and adoption. These can effectively push innovations across tipping points beyond which they are rapidly adopted. However, sustainable transitions can also fail or veer off along undesirable pathways. This might, for example, be the result of lock-ins to old technologies and practices, political opposition or backlash from vested interests or affected communities, stubborn social norms and behaviours that are difficult to change or gaps in human, financial and institutional capacities or supporting infrastructure.

Transformations Through Science – And In Science

Transformations to sustainable pathways should be rooted in science. The scientific method, based on observation and testing hypotheses, reduces uncertainty, identifies tipping points, accelerates the uptake of innovations and lays the foundations for the next frontier of ideas. This Report argues for science that is GLOBAL SUSTAINABLE DEVELOPMENT REPORT XXVI multidisciplinary, equitably and inclusively produced, openly shared, widely trusted and embraced, and "socially robust" and relevant to society. A few decades ago, the science-policy interface primarily involved experts in individual scientific disciplines – usually in the Global North, and predominantly white male. For sustainable development in the twenty-first century, science-policy interactions will need to be far more multidirectional and multidisciplinary – and expanded to a science-policy-society interface. It is clear, though, that the current platforms and intermediaries are not sufficient. Civil society organizations (CSOs), non-governmental organizations (NGOs), think tanks and other institutions can be powerful advocates for change, and can promote accountability. While young people and CSOs are starting to be included in the global processes and platforms, they are still often excluded from the actual decision making. Young people, those who have the biggest stake in the future, are particularly compelling messengers and leaders, and should be further empowered.

Global imbalance in research and development:

Current imbalances severely curtail the capacity of many low and middle-income countries to attain the Goals by generating context-specific solutions in their region. As well as making the production of science more inclusive and geographically diverse, it is also crucial to ensure that once science is produced, the resulting knowledge is widely accessible. Public interest groups, policymakers, industry and teachers should have free access to the relevant publications, data and software. This is especially important for issues related to the Goals, and for research that has been publicly funded.

Trust and integrity

A major hurdle for science is the speed of publication. Producing unbiased, peer-reviewed information absorbs time and money, giving some platforms, particularly social media, a head start for promulgating false information. Influencers and propagandists, with little or no expertise, can nevertheless create compelling stories and catchy headlines that appear factual and elicit strong emotional responses. And, because of social media algorithms, people rarely see posts that contradict their own biases and preferences.

The world has responded to the proliferation of fake news with comprehensive countermeasures. In 2022 around 400 teams of journalists and researchers in 105 countries were working on tackling political lies, hoaxes and other forms of misinformation. To help scientific health evidence keep pace with fake news for COVID-19, the World Health Organization (WHO) gathers real-time information on how people are talking online about the pandemic and had released tips to identify mis- and disinformation and is aiming to ensure the top results on the pandemic are official science based sources.

Socially robust science: There is inevitably a time lag between the publication of scientific evidence, public policy decisions and full implementation of science-based recommendations. Sometimes, the gap is created by a lack of political will or lobbying and disinformation by vested interest groups. Sometimes, action is simply impossible because of political unrest and conflict, or the lack of financial resources. Achieving the Sustainable Development Goals requires broader societal engagement with all aspects of science and a greater democratization of knowledge – so that people will be ready and willing to commit to the transformations needed.

Calls To Action For Transformation

Implementation of the Agenda 2030 requires the active mobilization of political leadership and ambition, and building societal support for policy shifts embracing transformations through meaningful consultation with stakeholders and effective participation. Transformation is possible, and inevitable. To guide policymakers in this process, the Report presents a series of calls to action.

First, it proposes that, at the midpoint to the 2030 Agenda, the United Nations Member States elaborate a shared transformation framework for the Sustainable Development Goals that consists of six elements:

i. national plans of action to counter negative trends or stagnation in implementation of the Sustainable Development Goals;

ii. local and industry-specific planning to feed into national plans;
iii. initiatives through the Addis Ababa Action Agenda or otherwise to increase fiscal space, including tax reforms, debt restructuring and relief, and increased engagement by international finance institutions for implementation of the Sustainable Development Goals;
iv. investment in data related to the Goals, science-based tools and policy learning;
v. partnerships to strengthen the science-policy-society interface; and,
vi. measures to improve accountability of governments and other stakeholders.

The report bridges science and practice to provide actionable knowledge, practical tools, and examples for a variety of actors, from policymakers in United Nations Member States to youth and community groups, from financiers to other industry partners, from donor agencies to philanthropies, and from academics to civil society groups. The 2023 Global Sustainable Development Report benefited from inputs received from experts from a wide range of disciplines - natural scientists, social scientists, policymakers, and practitioners - in response to an open call for inputs, a scientific peer review led by the International Science Council, as well as region-specific inputs gathered through a series of regional consultations held in Australia, China, Japan, Malawi, Peru, Philippines, Qatar, and Senegal. Achieving the SDGs is not only the work of governments, and the contributions from multiple actors are essential indeed. This report is for all stakeholders, with the recognition that everyone will engage with these transformations in some way, and for doing so effectively, everyone will need strategies and tools.

PROGRESS

The SDGs build on decades of work by countries and the UN, including the UN Department of Economic and Social Affairs

- In June 1992, at the Earth Summit in Rio de Janeiro, Brazil, more than 178 countries adopted Agenda 21, a comprehensive plan of action to build a global partnership for sustainable development to improve human lives and protect the environment.
- Member States unanimously adopted the Millennium Declaration at the Millennium Summit in September 2000 at UN Headquarters in New York. The Summit led to the elaboration of eight Millennium Development Goals (MDGs) to reduce extreme poverty by 2015.
- The Johannesburg Declaration on Sustainable Development and the Plan of Implementation, adopted at the World Summit on Sustainable Development in South Africa in 2002, reaffirmed the global community's commitments to poverty eradication and the environment, and built on Agenda 21 and the Millennium Declaration by including more emphasis on multilateral partnerships.

- At the United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil, in June 2012, Member States adopted the outcome document "The Future We Want" in which they decided, inter alia, to launch a process to develop a set of SDGs to build upon the MDGs and to establish the UN High-level Political Forum on Sustainable Development. The Rio +20 outcome also contained other measures for implementing sustainable development, including mandates for future programmes of work in development financing, small island developing states and more.
- In 2013, the General Assembly set up a 30-member Open Working Group to develop a proposal on the SDGs.
- In January 2015, the General Assembly began the negotiation process on the post-2015 development agenda. The process culminated in the subsequent adoption of the 2030 Agenda for Sustainable Development, with 17 SDGs at its core, at the UN Sustainable Development Summit in September 2015.
- 2015 was a landmark year for multilateralism and international policy shaping, with the adoption of several major agreements:
- Sendai Framework for Disaster Risk Reduction (March 2015)
- Addis Ababa Action Agenda on Financing for Development (July 2015)
- Transforming our world: the 2030 Agenda for Sustainable Development with its 17 SDGs was adopted at the UN Sustainable Development Summit in New York in September 2015.
- Paris Agreement on Climate Change (December 2015)
- Now, the annual High-level Political Forum on Sustainable Development serves as the central UN platform for the follow-up and review of the SDGs.

Today, the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA) provides substantive support and capacity-building for the SDGs and their related thematic issues, including water, energy, climate, oceans, urbanization, transport, science and technology, the Global Sustainable Development Report (GSDR), partnerships and Small Island Developing States.

DSDG plays a key role in the evaluation of UN system wide implementation of the 2030 Agenda and on advocacy and outreach activities relating to the SDGs. In order to make the 2030 Agenda a reality, broad ownership of the SDGs must translate into a strong commitment by all stakeholders to implement the global goals. DSDG aims to help facilitate this engagement.

Action Networks to Achieve the Goal By 2030

Water Action Agenda

In March 2023 the world will come together during the UN 2023 Water Conference convened by the UN General Assembly. The parameters of the outcomes of the UN 2023 Water Conference are described in General Assembly resolution 75/212. The mandated outcome document of the Conference is a summary of its proceedings.

We need clear commitments, pledges and actions, across all our sectors, industries and interests, uniting nations, stakeholders and professionals on actions that help deliver on the water actions in the 2030 Agenda for Sustainable Development, actions that can be scaled and replicated in the years to come. Such commitments will be compiled in the Water Action Agenda, another key outcome of the Conference. The emphasis should be on accelerated implementation and improved impact towards achieving SDG 6 and other water-related goals and targets, looking at content, process and structure. The existing and future challenges in the field of water require innovative and transformative ideas and a "beyond business as usual" approach. In March 2023 the world joined together during the UN 2023 Water Conference convened by the UN General Assembly. The parameters of the outcomes of the UN 2023 Water Conference are described in General Assembly resolution 75/212. The mandated outcome document of the Conference is a summary of its proceedings.

We need clear commitments, pledges and actions, across all our sectors, industries and interests, uniting nations, stakeholders and professionals on actions that help deliver on the water actions in the 2030 Agenda for Sustainable Development, actions that can be scaled and replicated in the years to come. Such commitments are compiled in the Water Action Agenda, another key outcome of the Conference. The emphasis should be on accelerated implementation and improved impact towards achieving SDG 6 and other water-related goals and targets, looking at content, process and structure. The existing and future challenges in the field of water require innovative and transformative ideas and a "beyond business as usual" approach.

On 24 October 2022, over 1200 stakeholders participated in an open stakeholder consultation at the UN Headquarters as well as online. The discussions were focused on five roundtables where participants shared and discussed proposals for potential game changers for the Water Action Agenda based on the SDG 6 Global Acceleration Framework: capacity development, governance, data and information, financing and innovation.

As defined by the President of the General Assembly, a game changer can be:

"a method, an approach a cooperation strategy, capacity development activity, or agreement that will transform the way we think, do business, plan and implement policies, or govern at local, regional and global levels. A game changer is catalyser to becoming more resilient to water, climate, food and energy crises, as well as to economic, ecological, social and political changes. Ultimately, the goal is the enhancement of cooperation to leverage benefits across actors, sectors and scales, and serves as means for sustainable development."

All contributors to the Water Action Agenda are encouraged to be inspired by the game changers. The game changers aim to support the Water Action Agenda, ensuring effective, action oriented, inclusive and integrative voluntary commitments needed for a successful implementation of SDG 6 and beyond.

UN Ocean Conference:

The ocean covers 70 percent of the Earth's surface, is the planet's largest biosphere, and is home to up to 80 percent of all life in the world. It generates 50 percent of the oxygen we need, absorbs 25 percent of all carbon dioxide emissions and captures 90 percent of the additional heat generated from those emissions. It is not just 'the lungs of the planet' but also its largest carbon sink - a vital buffer against the impacts of climate change .

It nurtures unimaginable biodiversity and produces food, jobs, mineral and energy resources needed for life on the planet to survive and thrive. There is a great deal we still do not know about the ocean but there are many reasons why we need to manage it sustainably - as set out in the targets of Sustainable Development Goal 14: Life Below Water.

The science is clear – the ocean is facing unprecedented threats as a result of human activities. Its health and ability to sustain life will only get worse as the world population grows and human activities increase. If we want to address some of the most defining issues of our time such as climate change, food insecurity, diseases and pandemics, diminishing biodiversity, economic inequality and even conflicts and strife, we must act now to protect the state of our ocean.

The Ocean Conference, co-hosted by the Governments of Kenya and Portugal, came at a critical time as the world is seeking to address the many of the deep-rooted problems of our societies laid bare by the COVID-19 pandemic and which will require major structural transformations and common shared solutions that are anchored in the SDGs. To mobilize action, the Conference sought to propel much needed science-based innovative solutions aimed at starting a new chapter of global ocean action.

Solutions for a sustainably managed ocean involve green technology and innovative uses of marine resources. They also include addressing the threats to health, ecology, economy and governance of the ocean - acidification, marine litter and pollution, illegal, unreported and unregulated fishing, and the loss of habitats and biodiversity.

Leadership: The Governments of Kenya and Portugal co-hosted the Ocean Conference.

Liu Zhenmin, United Nations Under-Secretary-General for Economic and Social Affairs, served as the Secretary-General of the Conference, and Miguel de Serpa Soares, Under-Secretary-General for Legal Affairs, served as the Special Adviser to the Presidents of the Ocean Conference on the ocean and legal matters. A vast majority of the ocean remains unmapped, unobserved and unexplored. Our understanding of the ocean and its contribution to sustainability largely depends on our capacity to conduct effective ocean science - through research and sustained observations, supported by adequate infrastructures and investments.

The Decade provides a common framework to ensure that ocean science can fully support countries' actions to sustainably manage the ocean and more particularly to achieve the 2030 Agenda for Sustainable Development – through the creation of a new foundation, across the science-policy interface, to strengthen the management of the ocean and coasts for the benefit of humanity.

The Conscious Fashion and Lifestyle Network

The Conscious Fashion and Lifestyle Network is a United Nations (UN) hosted online platform for industry stakeholders, media, Governments, and UN system entities. The network showcases and enables collaborations that accelerate the implementation of the Sustainable Development Goals.

Considering the fashion and lifestyle sector's significant impact on societies and the environment, the Conscious Fashion and Lifestyle Network fosters transparent, inclusive, and transformative engagement of global stakeholders to drive urgent action for sustainability. The network provides an impartial platform for the industry and the UN system. Its key objective is to mobilize expertise, innovation, technology, and resources towards a sustainable and inclusive COVID-19 recovery, with the Sustainable Development Goals as a guiding framework. The Conscious Fashion and Lifestyle Network is a joint initiative of the United Nations Office for Partnerships, the Division for Sustainable Development Goals - United Nations Department of Economic and Social Affairs, and the Fashion Impact Fund. The leading entities of the network convene periodic events aligned with key meetings on the UN calendar and publish reports on the network's achievements.

The Conscious Fashion and Lifestyle Network is committed to keeping the promise of the Sustainable Development Goals and ensuring that everyone, everywhere can live in dignity, prosperity, and peace on a safe and healthy planet.

Small Island Developing States Partnership Framework

A key request from the outcome of the 2014 Third International Conference on SIDS - the

SAMOA Pathway - was the establishment of the SIDS Partnership Framework, designed to monitor progress of existing, and stimulate the launch of new, genuine and durable partnerships for the sustainable development of SIDS. Guided by a member States driven Steering Committee, the framework has since its launch ensured that SIDS partnerships have remained high on the UN's agenda, providing a multi-stakeholder platform for reviewing progress made by SIDS partnerships, and for sharing of good practices and lessons learned among all stakeholders, on an annual basis.

In September 2019, member states will (A/RES/72/217) convene a one-day high-level meeting to review progress made in addressing the priorities of SIDS through the implementation of the SAMOA Pathway. A robust member States driven preparatory process is currently underway, with three regional meetings of SIDS in their respective regions, as well as one interregional meeting for all SIDS. With generous funding support provided by the government of Italy, and under the overall guidance of the Steering Committee on SIDS Partnerships, UN DESA is undertaking a capacity development project Strengthening the capacity of SIDS in developing, monitoring and reviewing durable Partnerships.

Conclusion

The Conclusion confirms certainly that the Sustainable Development Goals (SDGs) in relation to human capability and human security analyses. It documents strengths of the SDGs, areas of common ground, disparities and possible future trajectories. The processes leading to the SDGs were comparatively speaking notably inclusive, which has provided much more widespread awareness and support. In declared content, too, the SDGs are in several ways potentially transformative: applying to all countries, multidimensional, linking issues of sustainability and development.

They include much of what is desirable from capability and human security perspectives and are more encompassing than what capability scholars have offered in practical assessments of human well-being. They offer policy spaces and processes that can facilitate progress on various fronts. However, they contain important limitations and dangers, including in regard to the continuing commitment to unending growth, the relations between the goals, targets and indicators, the power structures that lie behind these, and how the goals will be interpreted and used at national and local levels.

Capabilities analysis and human development and human security approaches can play essential roles of critique and enrichment, including questioning the belief in unending growth and illuminating the variety of understandings of development and of a meaningful well-considered human life. We suggest that the SDGs should be used as a channel for insights from these partner approaches, and as stimuli for the approaches' deepening and elaboration in regard to sustainability.

References:

Global Commission on Evidence to Address Societal Challenges, 2022.

664 International Science Council, 2023.

665 Ibid.

666 INASP Research and knowledge at the heart of development, 2023.

667 Southern Voice, 2023.

668 African Population and Health Research Center (APHRC), 2023.

669 African Centre for Evidence - University of Johannesburg.

671 The African Institute for Development Policy (AFIDEP), 2023.

672 Akademiya2063, 2023.

673 Code for Africa, 2023.

674 Chambers and others, 2021; Messerli and others, 2019.

675 Allen and others, 2021.

676 Social System Evidence, 2023.

677 SDG Synergies, 2023.

678 https://knowsdgs.jrc.ec.europa.eu/enablingsdgs

679 Institute for Global Environmental Strategies, 2021.

680 Millennium Institute, 2023.

681 Partnership on Trasparency in the Paris Agreement, 2023.

682 Deutsches Institut fur Entwicklungspolitik and German Development Institute and Stockholm Environment

Institute, 2023.

683 Global SDG Integration, 2023.

684 UNESCO 2023b.

685 Ibid.

686 Bird, 2022.

687 Tandon, 2021.

688 Ibid.

689 Marescotti and others, 2022; Mazzalai and others, 2022.

690 United Nations Conference on Trade and Development, 2023.

691 UNESCO, 2023b.

692 Ibid.

693 Ibid.

694 Ibid.

695 West, 2022.

696 IJsselmuiden and others, 2021.

697 Norton and others, 2020.

698 Pan, J., M. Li and W. Lou and others, 2022. Beyond Net Zero: Sustainable China Industry Development Initiative.

APEC China Businiess Council. Beijing. pp. 34. UNCTAD, 2023.

Wirsching and others, 2020.

701 UNESCO, 2021c.

702 Bezjak and others, 2018.

United Nations Department of Economic and Social Affairs, 2015. 2 It has been 35 years now since the ground-breaking Report of the World Commission on Environment and Development, Our Common Future, was published under the leadership of Chair, Gro Harlem Brundtland. The Report offered a global agenda for change calling for sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs. 3 United Nations, 2023b. 4 Although data availability for the Sustainable Development Goals indicators is improving, there is still a major data gap globally. For 9 of the 17 Goals, only around half of the 193 countries or areas have internationally comparable data since 2015. This data gap prevents effective and informed action, and novel partnerships and data technologies – for example, philanthropic funding, citizen science, artificial intelligence - must be used in the second half of Agenda 2030. See United Nations, 2023b. 5 United Nations Department of Economic and Social Affairs, 2022f.; Homer-Dixon, Thomas and Rockström, Johan, 2022. 6 Example is based on inputs from the Asia-Pacific GSDR regional consultation. 7 Intergovernmental Panel on Climate Change, 2022d. 8 Palacios-Abrantes, Juliano, and othersm 2020. 9 Palacios-Abrantes, Juliano, and others, 2021. 10 Titley, Mark A., and others, 2021. 11 Pecl, Gretta, and others, 2017. 12 Maureaud, Aurore, and others. 2021; Palacios-Abrantes, Juliano and others, 2021. 13 United Nations, Department of Economic and Social Affairs, 2020. 14 Internal Displacement Monitoring Centre, 2022. 15 Ratha, Dilip, and others, 2022. 16 IOM and UNDP Joint Global Programme on Making Migration Work for Sustainable Development, n.d. 17 Ibid. 18 Bähler, Janik, Estefania Charvet and Sebastián Zambrano, 2021. 19 International Organization for Migration, 2022. 20 United Nations Department of Economic and Social Affairs, 2022i; World Health Organization, 2022a. 21 International Labour Organization, 2022. 22 Patrinos, Harry Anthony, Emiliana Vegas and Rohan Carter-Rau, 2022. 23 Meinck, Sabine, Julian Fraillon and Rolf Strietholt, 2022. 24 United Nations Industrial Development Organization, 2021. 25 Bolton, Laura, and James Georgalakis, 2022. 26 International Labour Organization, 2022. 27 Sánchez-Páramo, Caroline, and others, 2021. 28 Chanduvi, Jaime Saavedra, and others, 2022. 29 Sangafowa Coulibaly, Brahima, 2022. 30 International Labour Organization, 2023 31 Patrício Silva, Ana L., and others, 2021. 32 United Nations, 2022b. 33 United Nations High Commissioner for Refugees, 2022a. 34 Davies, Shawn, Therese Pettersson and Magnus Öberg, 2022; Milián, Iván Navarro, and others, 2022.

LOCUS OF CONTROL OF GOVERNMENT SCHOOL TEACHERS ON INVESTMENT DECISIONS – AN OVERVIEW OF MAHABUBNAGAR

R. Nagaraja Chary
Research Scholar, Department of Commerce,
Osmania University, Hyderabad.

Prof. T. Krishna Kumar
Retired Professor, Department of Commerce,
Osmania University, Hyderabad.

ABSTRACT

Locus of Control is a psychological term that refers to a person's belief about what causes the good or bad results in life (Julian. B. Rotter). In this study, the analysis of locus of control and its impact on investment decisions of the government school teachers. For this study, a survey was conducted with a structured questionnaire among 70 government school teachers working in Mahabubnagar town who were involved in investment activities. The collected data were analyzed with the help of SPSS software. The results indicate that: 1) locus of control has a significant effect on investment decisions; 2) demographic factors have a significant effect on investment decisions. Locus of control and demographic variables of the teachers will influence investment decisions; Out of the two variables, the demographic factors are the most dominant variable in affecting investment decisions of the teachers.

Key Words: Locus of Control (LOC), Savings, Investment Decisions

INTRODUCTION

In day-to-day life, one can feel good for some events and bad for some events due to external and internal factors. Locus of Control is a psychological term that refers to a person's belief about what causes the good or bad results in life (Julian. B. Rotter). Expected and unexpected needs will happen like the purchase of basic needs, entertainment, house ownership, and vehicle ownership, often rise along with the requirement for huge funding sources. The unpredictable needs motivate people to collect funds from others to fulfill such needs people have to work for their present and future lives. Many options are available as avenues to fulfill such needs, one of them is savings and another one is investing funds. According to Tandelilin (2010), investment is a commitment to invest a certain amount of funds or other resources that one has at the moment to gain some benefits in the future. Every individual needs to invest because the objective of an investment is to make more money. There are various reasons why a person invests: to earn more income in the future, to remedy the bad effects of inflation, to meet future contingencies, and to save tax amounts. However, investment is a wise activity; one should be enough literate to avoid future losses and being struck in a bad investment. Therefore, to be a good investor, one should be aware of the types of investments that are available in the market along the risks associated with each of them.

Investment decisions made by investors can be influenced by the rational and irrational behavior of the market environment. Rational and irrational behaviors mingle with behavioral finance. It is concluded that behavioral finance is an approach that explains how a person invests.

REVIEW OF LITERATURE

Kasilingam R, Sudha S (2010)1 Locus of Control is a term in psychology that refers to a person's belief about what causes the good or bad results in his or her life (Julian. B. Rotter). Locus of control, according to Rotter's approach, can be divided into two separate sources of control: Internal and External. People with Internal Locus of Control believe that they control their destiny. They also believe that their own experiences are controlled by their skills or efforts. On the other hand, people who tend to have an External Locus of Control tend to attribute their experiences to fate, chance, or luck. This study is done to know how the investors approach investment management which is a part of their life based on personality characteristics, sources of information, period of investment, and their savings level with the help of Rotter's Locus of Control Scale with a point Likert Scale. Personality characteristics are taken as the main factors in finding out the investment behavior of the respondents.

Pia Pinger (2018)2 The study is that an internal locus of control can be hindering in financial market situations, where short-term outcomes are determined by chance. The reason is that internally controlled individuals may tend to react to random outcomes. The evidence is based on an experiment in which subjects repeatedly invest in two identical, uncorrelated, risky assets and observe previous outcome realizations. Under mild restrictions, the optimal strategy is to make the same choice in each period. The effect size of the locus of control is comparable with that of cognitive ability. Among inconsistent subjects, average switching behavior is in line with the gambler's fallacy. However, the choices of very internally controlled individuals tend to correspond to the hot hand fallacy.

Pranadya Tania Putri (2020)3 This study aims to compare and analyze the effect of motivation, locus of control, and financial literacy on investment decisions in the families of the baby Boomers generation, generation X, and Generation Y by applying a direct interview method with a questionnaire as a data collection tool. Thirty housewives from each generation were interviewed. The results showed a significant difference in motivation and financial literacy between the three generations and all variables had a significant effect on investment decisions in each generation. The locus of the control variable has no significant effect on investment decisions. Based on this, the government together with investment service providers needs to formulate an appropriate program. Apart from the education provided through educators and consultation services, either directly or indirectly. Development of supporting infrastructure and public access to financial institutions, products, or services according to their needs and capacities also need attention.

Agus Zainul Arifin, Indra Widjaya (2022)4 The purpose of this study was to verify the theory about the relationship between independent variables, Financial Knowledge, Financial Experience, and Locus of Control toward the dependent variable Investment Decision. Problem-solving uses the Theory of Planned Behaviour approach. The subject of research was investors in a series of non-depositories throughout Indonesia by distributing online questionnaires. The results of data collection obtained 420 respondents. Analysis of the data used is SEM-path Analysis by testing the outer and inner models. The research findings proved that Financial Knowledge, Financial Experience, and Locus of Control positively affect investment decisions. The implications of this finding prove that the Theory of Planned Behaviour approach is appropriate to explain the relationship between research variables which is by the existing hypothesis.

Willy Sanjaya (2023)5 The article is that aimed to build a research hypothesis on the influence of inter-variables to be used in further research, within the scope of Financial Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley, and other academic online media. The results of this article are that: 1) Financial Literacy affects Investment Decisions through the Locus of Control; 2) Financial Behaviour influences Investment Decisions through the Locus of Control; and 3) Financial Technology affects Investment Decisions through the Locus of Control. Apart from these 3 exogenous variables that influence the endogenous investment decision variables through Locus of Control, there are many other factors including motivational variables, macroeconomics, and risk profiles.

Research Gap: From the above literature review, a few studies were found on how Investment management, Financial Literacy, financial behavior, and financial technology affect Investment Decisions through Locus of Control; No studies were found on investment decisions of government teachers through locus of control. Hence, to fill that research gap the study has been taken into consideration as entitled locus of control of government teachers on investment decisions-An overview.

Statement of the Problem: For this study, the statement of the problem is the locus of control of government teachers on investment decisions overview of Mahabubnagar.

Significance of the Study: In day-to-day life, rational and irrational behavior of human beings on purchases and investment activities throughout life. Locus of control is one of the factors that determines how an individual behaves. The investor already has the confidence to control all the events related to investment decisions. The effect of internal locus of control on investment decisions is that the higher the level of a person's internal locus of control, they tend to be more confident in choosing to invest. High-confidence investors have the right to make investment decisions based on consideration of the risk and returns. This is supported by the results of research conducted by Ariani et al., (2016) which states that the higher the level of locus of control a person has a positive impact on increasing investment decisions. Teachers are role models to the society. Government school teachers will get secured monthly income. It is assumed that their behavioral attitude towards expenses, savings, and investment decisions will follow a systematic plan. Such behavioral attitudes of teachers will influence the people living in the society and the future citizens. Hence the study has been taken as an overview of the locus of control of government school teachers on investment decisions for those who are working in Mahabubnagar town.

Investment Options Available: Most people invest in the above avenues at their convenience with bearable risk. The following investment options are available in the market for investors. 1) Bank Savings/Fixed Deposit Accounts, 2) Public Provident Fund, 3) Mutual Funds, 4) Life Insurance, 5) National savings Certificates, 6) Post office Savings, 7) Government Securities, 8) Debentures/Bonds, 9) Equity Share Market, 10) Gold and Silver, 11) Virtual currencies, 12) Real Estate

OBJECTIVE OF THE STUDY:

1) To study the Locus of control of government school teachers.

2) To know the priorities of government school teachers on investment decisions.

HYPOTHESIS:

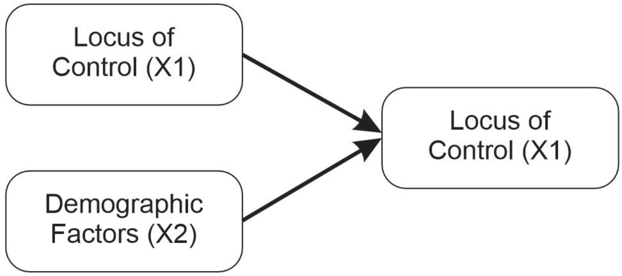
H0: There is an impact of Locus of control on the teachers.

H1: There is no impact of Locus of control on the teachers.

H0: There is a significant effect of the annual income of the teachers on investment decisions.

H1: There is no significant effect of the annual income of the teachers on investment decisions.

RESEARCH MODEL:



Operational Definition of Research Variables

i) Locus of Control: The concept of locus of control is categorized as internal and external control. The locus of control is expressed as the linking of good or bad events that they have experienced throughout their lives to themselves, others, fate, and luck (Rotter, 1966).

ii) Demographic Factors: Demographic factors are factors that are inherent in a person and distinguish one individual from another. The demographic variable used in this study is Ethnic.

iii) Investment Decisions: Investment decision-making is a process for arriving at conclusions or making decisions about a variety of topics or problems, deciding between two or more investment alternatives, or as a component of transforming inputs into outputs or outcomes (Welly et al., 2012)

RESEARCH METHODOLOGY

Population and Sample

The population for this study is the Investment behavior of Government School Teachers who are working in Mahabubnagar town. Some of the teachers are selected for the study as a sample which is called purposive sampling (Sugiyono, 2015). Because the data is collected based on the availability of the teachers. The sample criteria in this research are: i) Government School Teachers working in Mahabubnagar Town. ii) The teachers who are involved in investment activities. The data is collected from 70 respondents through Google Forms and the questionnaire is coded using a 5-point Likert scale.

In this study, statistical tests are used including descriptive statistical tests and chi-square tests with the help of SPSS software.

DATA ANALYSIS:

The primary data is collected from 70 government school teachers working in different positions as primary teachers, upper primary teachers, and high school teachers in Mahabubnagar town.

Table – 1: Profile of the Teachers

Factors	Sub-Classification	Frequency	Percent
Age group	31-40 years	8	11.4
	41-50 years	8	11.4
	51-60 years	54	77.1
	Total	70	100
Gender	Male	32	46%
	Female	38	54%
	Total	70	100
Working Position as	Primary Teacher	11	16%
	Upper Primary Teacher	29	41%
	High School Teacher	30	43%
	Total	70	100
Annual Income	Below Rs.5,00,000	3	4.3
	Between Rs.5,00,001 to Rs.7,50,000	10	14.3
	Between Rs.7,50,001 to Rs.10,00,000	51	72.9
	Between Rs.10,00,001 to Rs.12,50,000	5	7.1
	Above Rs.12,50,001	1	1.4
	Total	70	100
Spouse Employment	Government Teacher	5	7.1
	Other Government Department	10	14.3
	Private Employee	13	18.6
	Business	10	14.3
	Home Maker	28	40
	None of the Above	4	5.7
	Total	70	100

Source: Primary Data

Table – 1 shows the Profile of the respondents (teachers), based on the age of all the teachers are segregated as 31-40 years, 41-50 years, and 51-60 years. Between 51 to 60 years of age group teachers (78.6%) are given more responses than the other age group teachers. The second factor is based on gender, male (46%) and female (54%) is working in this town. The third factor is the working position of the teachers based on the appointment as Primary Teachers, Upper Primary Teachers, and High School Teachers, upper primary (41.4%) and high school teachers (42.9%) have given more responses than primary teachers (15.7%). The fourth factor is the annual income of teachers, the segregation of annual income is below Rs.5,00,000, between Rs.5,00,001 to Rs.7,50,000, between Rs.7,50,001 to Rs.

10,00,000, between Rs.10,00,001 to Rs. 12,50,000, and above Rs. 12,50,001. Here most of the teachers (72.9%) earning in between Rs.7,50,001 to Rs.10,00,000. The fifth factor is the status of spouse employment, most of the spouses of male teachers are working as homemakers whereas spouses of female teachers are working in different organizations as income earners. Annual Income and spouse employment of the teachers are influential demographic variables for the investment decisions.

Table 2: Influencing Factors of the Teachers on Investment Decisions

Factors	**Gender**		**Total**	**Rank**
	Male	**Female**		
Liquidity	1	1	2	5
Income	5	9	14	3
Safety	15	13	28	1
Capital Gains	7	4	11	4
Tax Savings	4	11	15	2
Total	32	38	70	
Low Risk	17	22	39	1
Moderate Risk	14	12	26	2
High Risk	1	4	5	3
Total	32	38	70	

Source: Primary Data

Table 2 exhibits the influencing factors of the teachers on Investment Decisions. The teachers have invested based on the factors of safety, tax savings, income, capital gains, and liquidity. In general, any investor prefers low risk and expects high returns. But investment yields in the market low returns with low risk and high returns with high risk. Most of the influencing factors of the teachers for investment is safety whereas regarding to risk, investments with low risk are opted for by most of the teachers.

Annual income* Locus of Control

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	83.626[a]	76	.257
Likelihood Ratio	56.755	76	.952
Linear-by-Linear Association	.498	1	.480
N of Valid Cases	70		
a. 98 cells (98.0%) have an expected count of less than 5. The minimum expected count is .01.			

Annual Income*Investments

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	108.540[a]	104	.361
Likelihood Ratio	71.799	104	.993
Linear-by-Linear Association	1.608	1	.205
N of Valid Cases	70		
134 cells (99.3%) have an expected count of less than 5. The minimum expected count is .01.			

Spouse Employment*Locus of Control

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	107.932[a]	95	.172
Likelihood Ratio	96.722	95	.432
Linear-by-Linear Association	1.861	1	.173
N of Valid Cases	70		
a. 120 cells (100.0%) have an expected count of less than 5. The minimum expected count is .06.			

Spouse Employment*Investments

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	145.074[a]	130	.173
Likelihood Ratio	118.590	130	.754
Linear-by-Linear Association	5.105	1	.024
N of Valid Cases	70		
a. 162 cells (100.0%) have an expected count of less than 5. The minimum expected count is .06.			

LIMITATIONS OF THE STUDY

The study is restricted only to Government school teachers who are working in Mahabubnagar town.

FINDINGS

Most of the teachers (54) out of 70 belonging to the age group of 51-60 years are working in the town area.

Most of the teachers (51) out of 70 are earning salaries between Rs. 7, 50,001 to Rs. 10, 00,000.

In this study, as per their working position primary teachers (11), upper primary teachers (29), and high school teachers (30) have been responded to the questionnaire.

Spouse employment of the teachers will influence Investment decisions. Spouse employment is categorized as government teachers (5), other government departments (10), private employees (13), business (10), homemakers (28), and no spouse (4).

Regarding risk, most of the teachers (39) preferred low-risk only, teachers (29) preferred moderate risk only, and fewer teachers (4) preferred high-risk investments.

Investment decisions are taken by the teachers based on safety as the priority, income tax deductions as the second priority, income returns as the third priority, capital returns as the fourth priority, and followed by liquidity as the fifth priority.

CONCLUSION

Teaching is a noble profession and receiving a salary is a monthly income. From such an amount the teacher and his/her dependent family members have to meet their livelihood. Moreover from the amount of salary, one should meet the future needs of the family. For that save from the present income and invest to meet future needs. At this juncture, locus of control will take a vital role further in investment decisions. Teachers will get a predetermined amount, and most of the teachers are not ready to take high risks in the process of investments and preferred safety and tax deduction avenues in the market.

REFERENCES

Fitra, H., Rasyid, R., and Susanti, Y.,(2018), *The Influence of Locus of Control and Financial Knowledge to Employee Investing Decision PT. Pertamina (Persero) Branch of Padang*, Advances in Economics, Business and Management Research, 57, pp 173-184.

Harjito, R. R. W. (2022), *Determinants of Investment Decision Making Behavior (Empirical Study on MSMEs in Semarang City).* Untag Business and Accounting Review, 1(1), pp 43-51.

Normalasari, et al., (2022), the Effect of Financial Behavior, *Financial Literacy and Demographic Factor on Students' Investment Decision Making*, E-JRA Vol. 11 No. 02, pp 53-61.

Zuwefa, et al., (2023), *the Influence of Locus of Control and Resonant Leadership on Teacher Performance through Teacher Work Engagement in Gaung Anak Serka District,* Journal of Management and Social Sciences (JMSC) Vol.1, No.3, pp 80-100.

Rates of Annual Subscription

For Institutions (Two Issues) Rs.1500/-

All Correspondences relating to Subscription may be addressed to
Editor
Siva Sivani Institute of Management
NH-44, Kompally, Via-Hakimpet,
Secunderabad-500100
Phones: 040-27165450-54
https://www.sugyaan.org
www.ssim.ac.in

PAYMENT DETAILS

Each participant has to register individual by submitting the from along with the prescribed fee. RTGS/NEFT Details for payment of fees are as follows.

S.No.	Details	Details
1	Name of the Beneficiary	Siva Sivani Institute of Management
2	Bank Name	AXIS BANK
3	Name of the Branch	Kompally Branch
4	A/C Number	916020013106609
5	MICR Code of the Branch	500211019
6	IFSC Number	UTIB0000702
7	SWIFT Code	AXISINBB068
8	Email id & Phone	sugyaan@ssim.ac.in, 9391114937
9	City	HYDERABAD

Subscription Order

From
(Give Full Mailing Address)

To
Editor
Siva Sivani Institute of Management
NH-44, Kompally, Via-Hakimpet,
SECUNDERABAD-500100.

Sir/Madam,

Please find enclosed a DD for Rs. .... (in words .... only) DD No. .... dt........................ from .... Bank. Drawn in favour of "Siva Sivani Institute of Management, Secunderabad" being Annual Subscription for 20 .

Signature

Su Gyaan - Call for Papers

Dear Author/s,

SuGyaan is a medium for keen researchers to publish their unpublished research findings that are of interest to academic community and industry. It is also a medium for industry professionals to share their best practices. The journal encourages publication of application of theory to real life management activities

Editorial Advisory & Review Panel: Eminent persons from the academic community and industry are guiding the journal in its Endeavour. Professors from reputed institutions from India and abroad are members of the review panel.

Frequency: The Journal is published bi-annually in the months of January and June, July and December.

Content Mix: The journal prefers to publish conceptually sound and methodologically rigorous papers that advance the body of knowledge. The journal would publish Empirical Research Findings, Conceptual Papers, Literature Reviews, Case Studies, Synopsis of Doctoral Theses and Book Reviews, summaries of Ph.D. thesis, roundtable of academicians, policymakers, industry experts on any topic relevant to present business scenario and articles on contemporary business issues.

Review Process: SuGyaan is a referred journal. All manuscripts submitted for publication would be screened by the editor for relevance to our journal. Appropriate manuscripts would be put through 'double blind review process' that may normally take four to eight weeks. Accepted manuscripts may be edited to suit the journal's format. Wherever possible reviewer's feedback will be provided. However the journal has no binding to provide detailed feedback in every case including the contributions rejected.

Format and Style:

- Articles should not exceed 10000 words (10-15 A-4 size pages, typed in double space) including charts, tables and other annexure.
- An abstract not exceeding 150 words should be included in the beginning of the paper.
- Manuscripts should be submitted in duplicate.
- Author's name, designation, official address etc., should be mentioned only on the cover page. Author's identity should not be mentioned anywhere else in the paper.
- Only those sources that are cited in the text should be mentioned. References should be listed as per the standard publication norms for journals.
- Tables and Figures: Their location in the text should be indicated as follows:

Table-I about here

- Endnotes: All notes should be indicated by serial numbers in the text and literature cited should be detailed under reference in alphabetical order of the surnames followed by year of publications at the end of the author's name. (Footnotes should be avoided)
- References: The list should mention only those sources actually cited in the text or notes. Author's name should be the same as in the original source.
- In the text, the references should appear as follows: Hofstede (1983) has elucidated .. or recent studies (Frank 1993; Berry, 2001) indicate...
- Journal references should be listed as follows: Yagil, D (2002), Ingratiation and Assertiveness in the Service Provider-Customer Dyad. Journal of Service Research, Vol 3, Issue 2, pp 345-353.
- Books should be referred to as follows: Pfeffer, J. (1981). Power in Organizations, Boston, MA: Pittman.
- Along with the manuscript, authors should provide a declaration that article is original, not published anywhere else and not under review with any other publication.
- Authors will receive a complimentary copy of the journal in which their article is published.
- Authors have to submit a declaration stating that the paper is original and is not currently under review with any other Journal.

We look forward to your contributions for the next issues in July - December 2024 and Jan - June, 2025

Editor.

Correspondence to Associate Editor
Manuscript and all correspondence has to be addressed to
Dr. K. Subba Rama Sarma, Assistant Professor,
Siva Sivani Institute of Management, NH-44, Kompally, Via-Hakimpet, Secunderabad-500100, Telangana.
Mobile: **9849158262**, Phones: 040-27165450-54, Website: https://www.sugyaan.org
Manuscript can also be submitted by electronic format via e-mail to : **sugyaan@ssim.ac.in sarmaramam@ssim.ac.in**

ISSN : 0975-4032

Global Impact Factor (GIF) for 2012 - 0.421 & 2013 - 0.493

www.ssim.ac.in

S. P. Sampathy's Siva Sivani Group of Institutions

SIVA SIVANI INSTITUTE OF MANAGEMENT

(Crafting Careers Since 1992)

(AICTE Approved)

NH-44, Kompally, Secunderabad-500100, Telangana, India. Tel: 040-27165450 - 54

Website: https://www.sugyaan.org