

SURVEY

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Editorial

Social Work: Caught up in the Conflict between Justice and Law

— Dulali Nag

The Non-chimerical Paucity & Insufficient Convening of Mobile Lok Adalats in District, Taluk & Rural Levels in West Bengal as a Holistic Means of ADR – A Disjuncture

— Sohini Banerjee

Essence of Women Leadership: An Indian Sociological Perspective

— Madhurima Basu & Kumkum Mukherjee

Leadership Style as perceived by the leader himself and the respective follower: The gap analysis

— Susmita Bose & Kumkum Mukherjee

On Motives to Work as a Principle Determinant of Developmental Disparity

— Sourav Banerjee & Writaparna Mukherjee

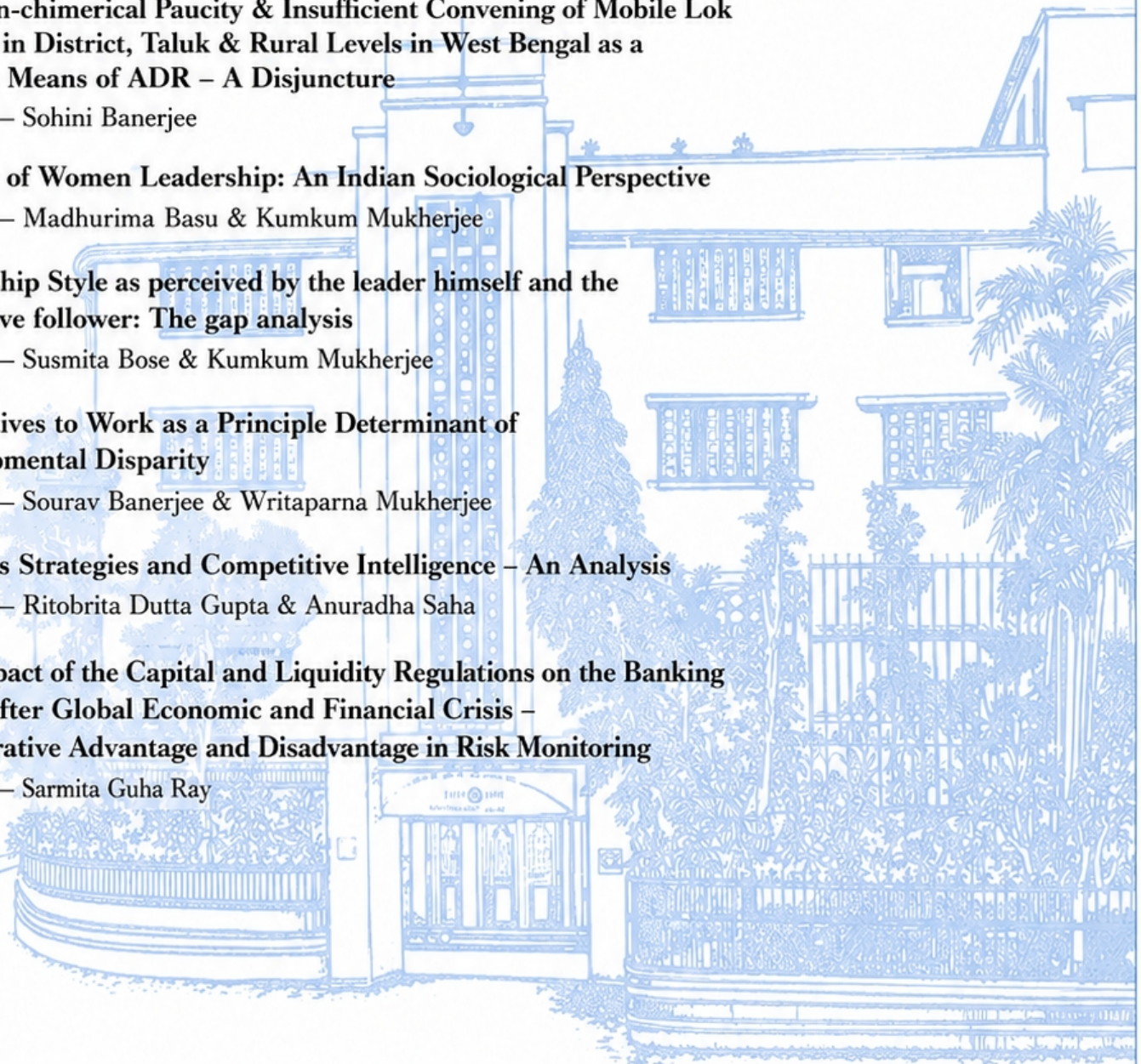
Business Strategies and Competitive Intelligence – An Analysis

— Ritobrita Dutta Gupta & Anuradha Saha

The Impact of the Capital and Liquidity Regulations on the Banking sector after Global Economic and Financial Crisis –

Comparative Advantage and Disadvantage in Risk Monitoring

— Sarmita Guha Ray



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Contents

Editorial	1
Social Work: Caught up in the Conflict between Justice and Law	3
— <i>Dulali Nag</i>	
The Non-chimerical Paucity & Insufficient Convening of Mobile Lok Adalats in District, Taluk & Rural Levels in West Bengal as a Holistic Means of ADR – A Disjuncture	11
— <i>Sohini Banerjee</i>	
Essence of Women Leadership: An Indian Sociological Perspective	25
— <i>Madhurima Basu & Kumkum Mukherjee</i>	
Leadership Style as perceived by the leader himself and the respective follower: The gap analysis	38
— <i>Susmita Bose & Kumkum Mukherjee</i>	
On Motives to Work as a Principle Determinant of Developmental Disparity	44
— <i>Sourav Banerjee & Writaparna Mukherjee</i>	
Business Strategies and Competitive Intelligence – An Analysis	52
— <i>Ritobrita Dutta Gupta & Anuradha Saha</i>	
The Impact of the Capital and Liquidity Regulations on the Banking sector after Global Economic and Financial Crisis :	61
Comparative Advantage and Disadvantage in Risk Monitoring	
— <i>Sarmita Guha Ray</i>	

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EDITORIAL

As the new Editor-in-Chief, I welcome all readers to the latest issue of SURVEY, the mouthpiece journal of The Indian Institute of Social Welfare & Business Management. The journal has completed fiftysix volumes of its existence through the active support of the management practitioners and academic fraternity. The journal has maintained rigour and relevance in developing continuous dialogue among the researchers in business management, data sciences and allied branches of social sciences. The purpose is to enhance the process of learning in the management of business, commerce, economy and society and to develop consistent tools of information gathering, research and analysis in the given domain.

The cosmography of the present volume 57 (1 & 2) January-June 2017, lies in its stupendous range. The world around is changing incessantly and the dialectics of our academic pursuits change too. Our Editorial team has curated with ample diligence an excellent array of thought-provoking papers for this issue. The range of topics in this volume include ideas on business strategies vis a vis competitive intelligence, social work as a conflict between rules and justice, women and leadership, liquidity and regulations in the Banking Sector, Lokadalat as an alternate justice system, motive to work as a developmental paradigm, and leadership style in the perception of leaders and followers. As an academic, I find the slew of topics to be engaging and unique. It is also the product of hard labour of the editorial team with support and inspiration from all concerned. SURVEY is, in a way also symbolic of our journey at IISWBM towards achieving the chalice of knowledge.

The first paper is "Business Strategies and Competitive Intelligence - An Analysis" by Ritobrita Dutta Gupta and Anuradha Saha. The main aim of this article is to assess the importance of competitive intelligence based on various surveys and especially to assess its complex integration throughout the entire enterprise.

The second paper is "Social Work: Caught up in the Conflict between Justice and Law" by Dulali Nag. In this paper the author has methodologically selected two socio-historical situations to bring out how a demand for justice cannot be accommodated within the legal system. Social work, which cannot push itself beyond the law to challenge the social order that creates injustice, is similarly limited by its professional mandate.

The third paper is "Essence of Women Leadership: An Indian Sociological Perspective" by Madhurima Basu and Kumkum Mukherjee. From interview-data of the women executives, the authors found that significant figures from their early life have contributed in shaping their present leadership style. An examination of the subordinates' interview-data indicates that there is no significant difference in perception of gender specific leadership styles.

The fourth paper is “The Impact of the Capital and Liquidity Regulations on the Banking sector after Global Economic and Financial Crisis: Comparative Advantage and Disadvantage in Risk Monitoring” by Sarmita Guha Ray. It is argued in the paper that interbank debt should be put at risk because banks have a comparative advantage in risk monitoring. A mechanism is desirable to expand the maturity of short-term debt at the time of a credit-led panic as putting short-term interbank debt at risk increases the danger of sudden deposit withdrawals.

The fifth paper, “The Non-chimerical Paucity & Insufficient Convening of Mobile Lok Adalats in District, Taluk & Rural Levels in West Bengal as a Holistic Means of ADR - A Disjuncture” is by Sohini Banerjee who seeks to evince the wherewithals, the legal and social reasons for the rare and non-implementation in West Bengal of Mobile Lok Adalats in comparison to other states such as Karnataka, A.P, Telangana, H.P., M.P, Punjab & Haryana, Gujarat etc. In Karnataka, the Mobile Lok Adalats constituted of specially-designed AC buses that serve as Courtrooms equipped to conduct the Lok Adalat (people’s court). In many states except West Bengal today, the Mobile Lok Adalats have become a mechanism for speedy settlement of disputes through conciliation, compromise or arbitration.

The sixth paper, “On Motives to Work as a Principal Determinant of Developmental Disparity” by Sourav Banerjee & Writaparna Mukherjee, introduces “human motive to work” as one of the important factors that promotes development alongside other well-known factors like literacy, health, infrastructure etc. The authors argue that disparity in people’s motivation to work is one of the prime factors driving disparity in levels of development. On this ground, the authors proceed to present a model that can predict economic development on the basis of motivation behavior.

The seventh and the last paper, “Leadership Style as Perceived by the Leader Himself and the Respective Follower: The Gap Analysis”, the authors Susmita Bose and Kumkum Mukherjee pose the question whether there is a discrepancy between a leader’s perception of his/her own style of leadership and that of the followers perception. Collecting their data from various corporate houses in and around Kolkata interviewing professional managers, team leaders, head of the departments and their followers, the authors come to the conclusion that most of the time the leader’s own perception and that of the subordinates do not match.

We hope we will continue to receive the active support of the academic and industrial fraternity in India and abroad towards future issues of the journal SURVEY in authorship and readership and in upholding its objective and standard.

Au revoir

Prof. (Dr.) Rajagopal Dhar Chakraborti
Editor-in-Chief
SURVEY

Social Work: Caught up in the Conflict between Justice and Law

Dulali Nag*

Abstract

Laws are formulated to assist in delivering justice in an unjust situation. Law, however, cannot remove the social causes of injustice. In this paper I have focused on this problematic relation between law and justice in the context of the profession of social work. Methodologically I have selected two socio-historical situations to bring out how a demand for justice cannot be accommodated within the legal system. Social work, which cannot push itself beyond the law to challenge the social order that creates injustice, is similarly limited by its professional mandate.

Key Words: Justice, Law, Social Work

The Non-chimerical Paucity & Insufficient Convening of Mobile Lok Adalats in District, Taluk & Rural Levels in West Bengal as a Holistic Means of ADR – A Disjuncture

Sohini Banerjee*

Abstract

Access to justice through ADR mechanisms is a human right and West Bengal is no exception. NALSA (National Legal Services Authority) along with other Legal Services institutions conducts Lok Adalats as one of the ADR(alternative dispute resolution) mechanisms and as a forum wherein disputes and cases pending in the Court of law or at a pre-litigation stage are settled amicably. It envisioned regular and quick outreach to the litigants directly in multiple locations in the same district, taluk or village is part of the promise of Article 39A of the Constitution of India on Equal Justice and Free Legal Aid. Socio-legally, the wheels of the Mobile Lok Adalat van means the inclusion of all and thereby reduction of the pressure of litigation on the courts. The Mobile Lok Adalat is usually a bus or a van designed like a mini court room. The Mobile Lok Adalat usually has a sitting or a retired District Judge, a judicial official, and a conciliator. The 'court rooms' in the van have enough space to seat the litigants. They are concomitant with justice and legal literacy brought to the doorsteps of people across the state, particularly the mendicant litigant, or pardanashin women who cannot pay for expensive and time-consuming Court battles or afford to come to the taluk (sub-divisional) or district courts. This research paper seeks to evince the wherewithals, the legal and social reasons for its rare and non-implementation in West Bengal in comparison to other states such as Karnataka, A.P, Telengana, H.P., M.P, Punjab & Haryana, Gujarat etc. In Karnataka, the Mobile Lok Adalats constitute of specially-designed AC buses that serve as Courtrooms equipped to conduct the Lok Adalat (people's Court). In many states except West Bengal today, the Mobile Lok Adalats have become a mechanism for speedy settlement of disputes through conciliation, compromise or arbitration.

Keywords: *Alternative Dispute Resolution, Mobile Lok Adalat, NALSA(National Legal Service Authority), Conciliation, Arbitration, WBSLSA(West Bengal State Legal Service Authority)*

Essence of Women Leadership: An Indian Sociological Perspective

Madhurima Basu* & Kumkum Mukherjee**

Abstract

Leadership studies have been the focus of research for many years. With changing times through expansion of urbanization, better education facilities, communication technologies; there has been an increase in the number of women holding leadership positions. The present study aims to explore Elliot & Stead's (2008) inter-related factors in shaping women's leadership style along with subordinates' perception toward women leaders. Extensive interviews of a women executive along with their subordinates; working under the central government of India was taken. It was found from the interview data of the women executives that significant figures from their early life have contributed in shaping their present leadership style. By examining the subordinates' interview data indicate there is no significant difference in perception of gender specific leadership styles.

Key Words: *Leadership, Leadership Styles, Gender Difference, Women Leadership, Early Life, Subordinates' Perception.*

Leadership Style as perceived by the leader himself and the respective follower: The gap analysis

Susmita Bose* & Kumkum Mukherjee**

Abstract

Leadership in organizations is important in shaping up workers' perceptions, responses to organizational change, and acceptance of innovations. In the present paper, an effort has been made to find out whether there is any discrepancy between leader's perception regarding his own style of functioning and the followers' perception of the same in various corporate sectors in and around Kolkata. The sample of the study were professional managers, team leaders, head of the departments and their respective followers (n = 383). The leadership style of each of the leaders was measured by administering the 86-item Leadership Behaviour Description Questionnaire to each of the leader and the respective followers

The findings of the study seem to indicate that the perceptions of the leader about his style of functioning and the perceptions of the followers about the same of the respective leader do not match. In most of the cases, there are discrepancies between leader's perception about his style of leading the subordinates and the subordinates' perception of the same.

Key Words: *Leader, Follower, Leadership Styles, Leader's perception, followers' perception*

On Motives to Work as a Principle Determinant of Developmental Disparity

Sourav Banerjee* & Writaparna Mukherjee**

Abstract

Various Factors like literacy, health, corruption etc. have been proposed as determinants of development. Governmental policies and structure, along with natural resources have been thought of as factors influencing developmental disparities. In this paper, a relationship between development and human motive to work is hypothesized. As the relationship is logically extended, the initial disparity in the predominant motive to work, caused due to random choice, is established as the fundamental factor causing developmental disparity. Modeling of this motive choice behavior and the possibility of predicting economic development is addressed.

Key Words: *Economic Development, Developmental Disparity, Work Motives*

Business Strategies and Competitive Intelligence – An Analysis

Ritobrita Dutta Gupta* & Anuradha Saha**

Abstract

In the global economy, the industries have shifted strategic and tactical foreign policy priorities from traditional superpower and client concerns to those reflecting national economic competitiveness, especially commercial and technology-related information. Corporate efforts to protect proprietary information have tended to follow the classified-protection model developed to thwart clandestine or illegal intelligence operations, leaving firms unprepared to defend against an organised 'Competitive Intelligence' collection effort that analyzes information routinely gathered in course of target company's daily business activities. The importance and the need for the introduction of comprehensive competitive intelligence is penetrating into the foregrounds on the basis of most important proven benefits to the enterprise, such as, improved quality information, faster decision making, systematic improvement of organizational process, improved efficiency, cost reduction and quicker identification of threat and opportunities. The main aim of this article is to assess the importance of competitive intelligence based on various surveys and especially to assess its complex integration throughout the entire enterprise.

Keywords:- Competitive Intelligence, Competitor Analysis, Key Performance Factor

The Impact of the Capital and Liquidity Regulations on the Banking sector after Global Economic and Financial Crisis : Comparative Advantage and Disadvantage in Risk Monitoring

Sarmita Guha Ray*

Abstract

This study attempts to investigate the impact of the capital and liquidity regulations and identify awareness to the fact that the banks' responses might create involuntary malevolence: a condensed supply of bank loans, incentives to securitize assets, and adverse incentives on bank risk monitoring. As a result the privately- based mechanisms that set most creditors at risk are the best way to increase the dependability of banking markets. It is argued that interbank debt should be put at risk because banks have a comparative advantage in risk monitoring. A mechanism is desirable to expand the maturity of short-term debt at the time of a credit-led panic as putting short-term interbank at risk increases the danger of sudden deposit withdrawals.

Keywords: *bank regulations, risk monitoring, securitize assets, comparative advantage and disadvantage, resolution, economic and financial crisis*

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 - Full Text of the manuscript including tables and graphs.
 - Conclusion
 - Reference list containing information in the given sequence.
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