

Editorial

Welcome to the second issue of the eighth volume of SDMIMD Journal of Management. The present issue of the journal has five articles, one case study and, one book review. Among the five articles, three articles are the revised and modified version of the papers, presented in the Fifth International Conference on Managing Human Resources at the Workplace, held at SDMIMD in December 2016 and the two are the revised and modified version of the papers, presented in the Second International Conference on Inclusive Economic Growth and Sustainable Development, held at SDMIMD in November 2016. All the articles and the case, have been selected for publication following the journal's guidelines, and, with modifications, based on the 'double blind' peer review process.

In the today's scenario, "Skill and Competency" are the main drivers of an organization's efficiency, effectiveness and performance at large. Competency has become the inseparable requirement along with quality, operational efficiency and effectiveness, cost-reduction, high performance norms and diversity. The process of mapping the competencies of employee/employees is known as Competency mapping. Nagesh P., Sridevi Kulenur, and Keerthana Jagadeesh, in their article titled "Employee Competency Mapping" made an attempt to study and analyze the employee competencies of Training & Development Department of a typical manufacturing industry in Mysuru.

Poonam Jindal, Mohsin Shaikh and, G. Shashank have contributed a paper titled "Employee Engagement; Tool of Talent Retention: Study of a Pharmaceutical Company". The main focus of this study was to understand the factors which influence employee engagement and to find the level of employees engaged at this Pharma Company located in Hyderabad. For the purpose of the study, a questionnaire was prepared based on understanding various aspects of company, relationship with the manager and the job. Responses were collected from employees who are working at a division on this Pharma Company in Hyderabad. The data analysis of the responses has resulted in some findings on gender & flexible policies, experienced employees & interaction, experienced employees & appreciation and level of engaged employees.

The efficiency of the employees in urban co-operative banks is influenced by the HRD policies adopted in these banks. These policies may be favorable or unfavorable to employees. The favorable HRD policies help the urban co-operative banks to increase the profitability and employee satisfaction. Due to politicization and lack of professionalization in managerial leadership in co-operatives, the employees have been neglected. Since, employees in urban co-operative banks are not organized, they cannot raise the voice collectively against the management. The article titled "Human Resource Development-Policies and Practices in Urban Co-operative Credit Banks in Belagavi District", written by M. S. Patil and H. Y. Kamble, attempted to study the HRD policies followed by managements of different urban co-operative banks in Belagavi district. It also analyzed the perceptions of employees in respect of HRD policies pursued by these banks.

Stephen ARO-GORDON has written an article on "Implementation of Financial Inclusion Strategy in Nigeria". While global effort towards effective financial inclusion strategy has heightened over the past decade because of its positive correlation with improved income, employment generation, poverty reduction, and a stable financial system, research to date has not given adequate attention to the efficacy of national financial inclusion policy implementation in Nigeria, Africa's most populous nation. This paper applies the theory of change to critically evaluate how Nigeria's National Financial Inclusion Strategy launched in 2012 is working towards achieving its set goal of reducing financial exclusion from 46.3 percent in 2010 to 20.0 percent

by 2020. The paper recommends a four-pillar implementation framework anchored on enhanced business-friendly environment, financial innovation, mobile capacity, and robust financial education.

Food grain production in India has increased considerably. Introduction of green revolution, modernization of agriculture, encouragement to research and extension in agriculture are some of the factors contributed for this growth. However, this is accompanied by considerable increase in the usage of chemical fertilizers starting with the introduction of green revolution in 1960s leading to unsustainable agriculture. The main objective of this paper titled “Trends in Fertilizer Consumptions and Food Grain Production in India: A co-integration analysis, written by Punith Kumar L. M. & M. Indira, was to analyze the trends in the consumption of chemical fertilizers and food grain production in India and to identify the relationship between these two.

A case study titled “Passion to profits: What makes Royal Enfield bigger than Harley Davidson?” has been contributed by Rajendra Todalbagi. Harley Davidson (HD) is the most well-known brand of motorcycles in the world compared to Royal Enfield (RE) which is a lesser known Indian brand. Since 2013, RE showed spectacular growth and overtook HD. In this case study an attempt is made to analyze and understand, what has gone behind this business transformation and stellar performance of RE over the last few years and has made RE the *numero Uno* in the world in midsize motorcycles market which was on the verge of shut down in the year 2000 owing to mounting losses and no market for their motorcycles.

The book titled “Anger Management for Everyone: Seven Proven Ways to Control Anger and Live a Happier Life” written by Ramond Chip Tafrate and Howard Kassinove, has been reviewed by Dr. Nilanjan Sengupta. The book takes the perspective of a practicing psychologist which overlaps the twin worlds of business and the clinical realm. The reviewer felt that, the book gives a lot of insight to a practicing psychologist, or a corporate trainer, as well as executives in the corporate world who are compelled to deal with issues of their own aggression and the aggressive behaviors of their colleagues.

The journal invites repeated academicians, industry leaders and practitioners to be on the Editorial Board and Panel of reviewers and extent support to the publications.

I thank all the authors and the reviewers for their valuable contribution. I thank the management of SDMIMD for the continuous encouragement and inspiration in this academic endeavor. I also thank the faculty members and staff of SDMIMD for their continuous support in bringing out the present volume.

Dr. Mousumi Sengupta
Chief Editor