CHAPTER 1 – INTRODUCTION

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1.1 PRELUDE

Bill Gates, in his book "Business @ The Speed of Thought" opens readers' minds to a future which is enriched with information. Coining the phrase "digital nervous system", he explicates the power of information which has the capability to create more jobs for workers, more knowledge for customers, and more influence with citizens. Technology revolution has transformed business processes and ways of doing business. Almost all facets of the business function embroil technology for efficiency, speed and error-free performance.

In order to gain and sustain competitive advantage in the market space, firms use revolutionary information technology and systems to attain a balance in utilization of scarce resources to achieve organizational objectives. These scarce resources are generally categorized as physical, financial, and human. Among these, human resources have a unique significance as observed and noted by Michael Porter (1990) that management of the human resources in the global economy is the most critical. The idea of criticality of human resources has been stated by many researchers and practitioners

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based on the premise that it is the human resource which exercises thought and notion behind utilization of all resources. Greer (1995) states,

"In a growing number of organizations human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes, and systems. This is in contrast to the traditional emphasis on transferable resources such as equipment. . . . Increasingly, it is being recognized that competitive advantage can be obtained with a high quality work force that enables organizations to compete on the basis of market responsiveness, product and service quality, differentiated products, and technological innovation." (p. 105)

For efficient utilization of human resources in general and in order to optimize performance of individual employees, it is vital to install processes and systems in place to guide, support and monitor employee's performance. Clearly defined tasks within an effective purview of technology supported systematic environment, go a long way in achieving optimal performances and achievement of organizational targets. It is in this context that Human Resource Information Systems (HRIS) acquire crucial significance for research and implementation. HRIS enables an extremely useful intersection of human resource management techniques with information systems, thereby empowering the organizations with unique abilities to manage activities and processes.
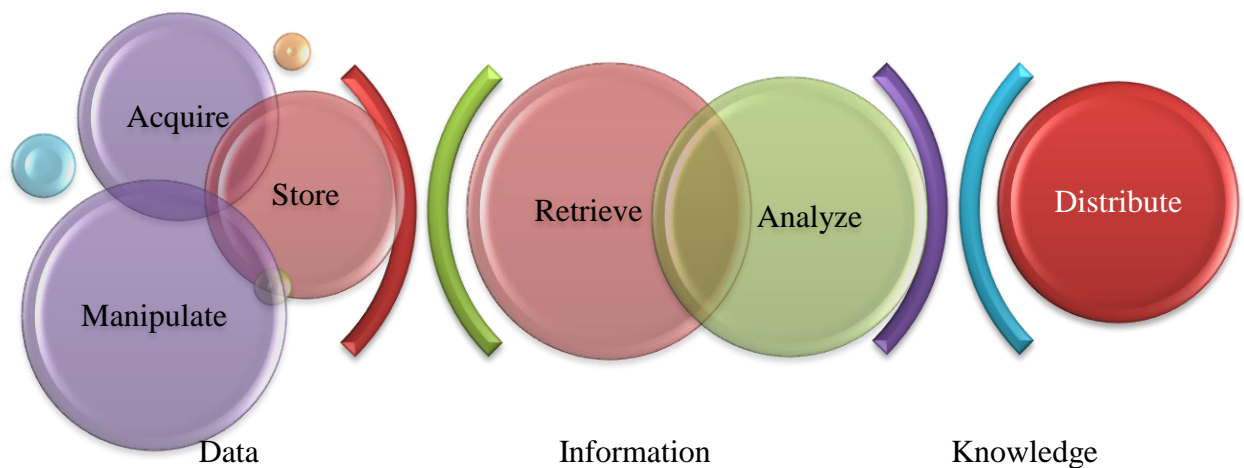
The researcher derives motivation from the empirical studies carried out on the subject and documented experiences of experts and practitioners, for a research exercise of own, in order to substantiate the existing body of knowledge on effectiveness of HRIS processes and performance from a sample large scale organization in Western India. For leading the research to a meaningful outcome, the researcher laid down an elaborate research plan defining meticulously the research approach and design. Subsequent chapters in this compendium present this plan, its execution, and the findings thereof.

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1.2 INTRODUCTION TO HRIS

To begin with it would be expedient to define HRIS as a concept and enumerate its application and use within the current organizational set up. This helps in framing research problem and laying down the research scope. Over the years HR systems and processes have evolved in the organization and the process of evolution has strong imprints of use of information systems. This has transformed the way organizations manage their human resource function enabling greater efficiency and finesse in the process.

Tannenbaum (1990) defines HRIS as, "One which is used to acquire, store, manipulate, analyze, retrieve and distribute information about an organization's human resources." This perspective highlights the power that human resource management strategies derive from the timely availability of relevant information in a structured way for decision support. The definition also communicates the idea that such information when stored appropriately can be distributed for use through the length and breadth of the organization. This idea has been presented in the following figure –

FIGURE 1.1 – DEPICTION OF TANNENBAUM'S DEFINITION OF HRIS

Acquire

Store

Manipulate

Retrieve

Analyze

Distribute

Data

Information

Knowledge

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Hendrickson (2003) elaborates HRIS as "integrated system used to gather, store and analyze information regarding an organization's human resources' comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage, deliver, present and manipulate data for human resources function". In this definition Hendrickson brings out the use of technology and its applications in managing and maintaining information databases for the human resource function. This aspect necessitates the use of Enterprise Resource Planning (ERP) software for the purpose of HRIS. The idea so presented indicates installation of appropriate software and also availability of organization-wide skills for its optimum use. Hendrickson's idea of HRIS has been presented in the following figure –

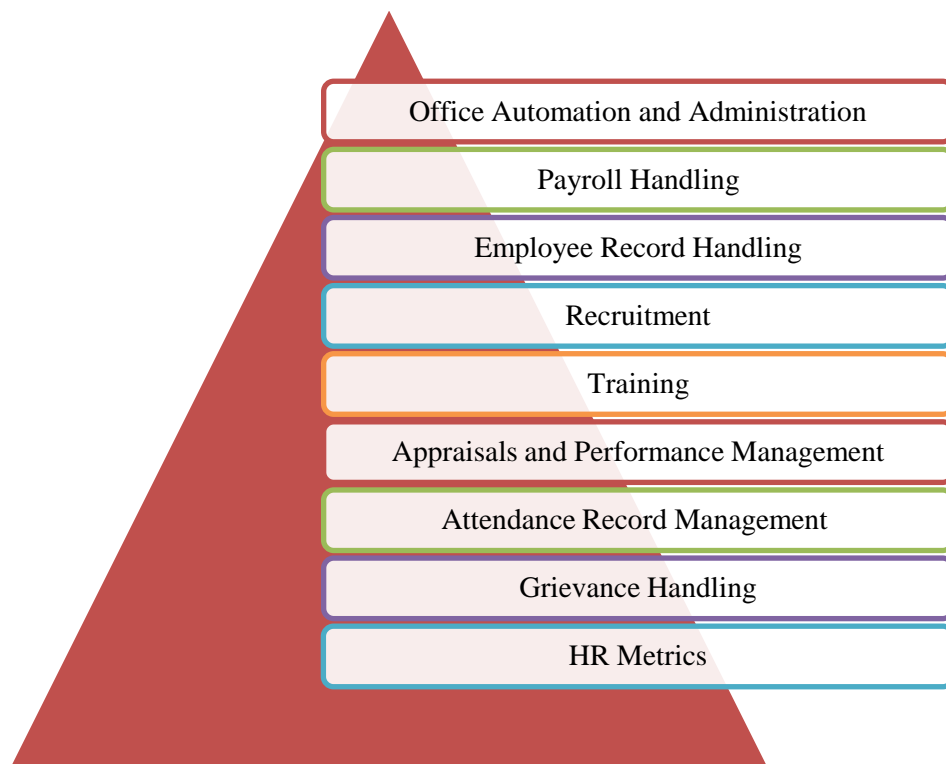## FIGURE 1.2 – DEPICTION OF HENDRICKSON'S DEFINITION OF HRIS

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Given these perspectives on HRIS one can draw out the primary purpose that a well-structured HRIS system is seen to serve in an organization. Information and its apposite flow is a backbone for all decision-making in organizations where activities, processes, and people's roles are integrated and interdependent. Within this point of view HRIS can be seen to be performing crucial functions. List of some such functions, which most of the HRIS solutions currently in the market, claim to be performing have been presented in the following figure.

FIGURE 1.3 - HRIS FUNCTIONS

Office Automation and Administration

Payroll Handling

Employee Record Handling

Recruitment

Training

Appraisals and Performance Management

Attendance Record Management

Grievance Handling

HR Metrics

The above figure has been elaborated and can be understood in terms of the following points -

- HRIS software tracks employees' presence and performance in the organization, holistically. This way it supports the organization to maintain administrative vigil and surveillance on the employees. It provides necessary information support at the appropriate formulation of policy and its implementation.

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- Payroll is a key function performed by the human resource management department in the organization. It involves complex conditions, calculations and variability on account of regulation, legalities involved, and organizations' own compensation strategies. Various elements are factored in such as employee performance, hours of work, nature of the job etc. Payroll feature within HRIS supports in smoothly carrying out this function in a fair and justifiable manner.

- Organizations are required to maintain elaborate database of employee records. These records may contain personal details, past employment, current performance records, and all such relevant information pertaining to employees. HRIS is expected to support in maintaining volumes of such records and enabling them as and when required.

- Recruitment is a crucial function which helps organizations to hire from the best available talent pool. This function also requires maintaining rich database of information to enable both internal as well as external hiring. HRIS is expected to keep records as well as sort and provide conditional information which is relevant qualitatively superior and manually difficult to provide.

- Employee training is continuous activity which has to move in tandem with developments in technology and changes in business environment. Tracking the need for training, enabling it, and assessing post-training performance are necessary for an effective training and development program. HRIS can be used to effectively manage this process for a large set of employees.

- An important strategy in employee retention and engagement is to have an effective appraisal and performance management system. HRIS can be used in establishing such a system which is free from prejudice and ensures equity.

- Automation of day to day record keeping for administration purposes can also be handled by HRIS. This becomes even more crucial in organizations which are not only large sized but also work with cross-border teams and 24X7 time zones.

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- Grievances in an organization are of multiple natures and exist at multiple levels. They require systematic well documented procedures to handle and resolve. Appropriate historical and current records have to be maintained for handling grievances and providing a solution which is in sync with organization policy. HRIS provides crucial support in this function.
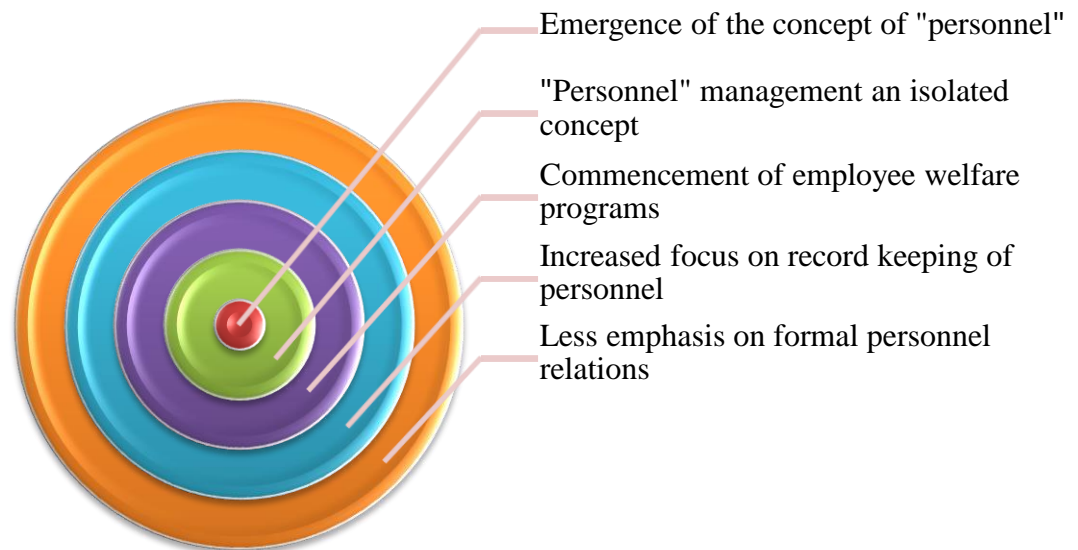
1.3 HISTORICAL OVERVIEW

The historical overview of HRIS requires an examination of the evolution of human resource management function interweaved with advances in the field of information technology. This is because developments in both the areas proceeded simultaneously. While HR function increasingly started playing pivotal role in organizations, developments in IT not only fed into these developments, they also made the handling of complex HR functions with greater finesse and efficiency. This is why, in order to trace the roots of genesis of HRIS and its subsequent development has to be linked with the evolution of the use of the term HR, HR as a functional concept in the organizational context, and what has contributed to HR as it stands today.

The application of Human Resource Management is somewhat dated way back to prehistoric times, when humans were hunters and gatherers and relevant, specific tasks were allocated to them of hunting and gathering. Emperors and kings conducted some kind of employment assessments for warriors and servants to identify particular talents for the tasks they were expected to perform. Apprentice system and artisan guilds evolved to impart varied types of training to new workers. As time progressed, visibility of HR as a function increased. The following figure highlights the key features of these times.

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Figure 1.4 – Early Evolution of "Personnel" Management

Emergence of the concept of "personnel"

"Personnel" management an isolated concept

Commencement of employee welfare programs

Increased focus on record keeping of personnel

Less emphasis on formal personnel relations

The discipline of human resource management, over a period of time, has emerged into being an erudite science with concepts, theories, experiments and empirical studies that seek to support organizations in specific tasks related with HR such as recruitment, motivation, retention, and productivity. Accordingly, the period of 1945-1960 is characterized by the importance of workers as a vital component of operating costs but yet they do not find a place in mainframe activities. In this era defense industry also started using work done in employee selection, compensation automation, applications of computers for employee issues.

Labor recruitment and deployment during the world wars had a pronounced impression on the emergence of the employee functions. Employers started recognizing that employee productivity and motivation had a positive impact on the overall output and performance of the firm. A post war development preaches that employees can be motivated with monetary benefits as well as by addressing their social and psychological needs. These needs are related to work status in society, family support and work culture present in an organization.
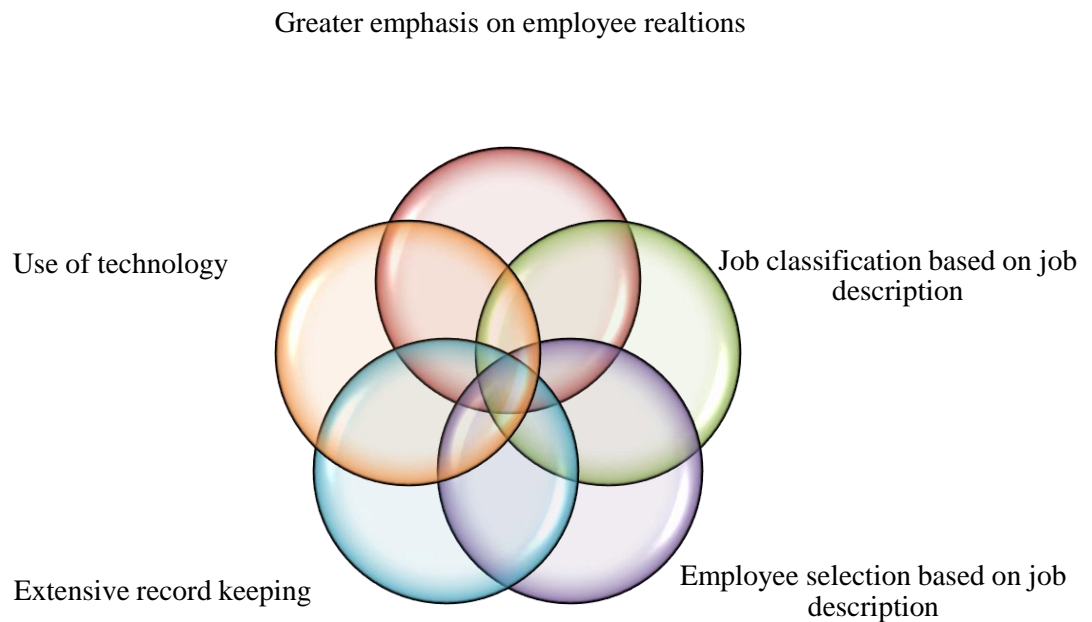
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At this time, right person for right job became the main principle in recruitment and selection processes of the employees. Selection of right person was done on the basis of tasks and duties mentioned in job description of that particular job title. These job descriptions were used to finalize the standard performance which helped companies to evaluate performance of their employees. Also job description provides basic data required for job evaluation which helps in the processes of salary finalization. The entire process was helping the owners and managers in taking decisions like promotion, transfer, demotions and terminations of employees.

Highlights of developments in this era are depicted in the following figure.

Figure1.5 - Evolution of HRM during the Post-war Era

Greater emphasis on employee realtions

Use of technology

Job classification based on job description

Extensive record keeping

Employee selection based on job description

The 1960's and 1970's, saw the evolution of large companies, which in turn, experienced a need to centralize their personnel data. This need was realized, in large part, to expedite record-keeping of various aspects of managing large number of employees as well as to meet regulatory mandate. Size of the organization, rules and regulations of the

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government, increased awareness amongst employee community about their rights and emergence of trade union were driving forces for emergence of computer technology. Basically computer technology helps administration department to keep employee information in required format.

There was a swelling demand to implement computer technology to process employee data with greater efficiency and effectiveness. The demanding situation for effective use of employee data gave birth to people or organizations working for automation of the HR department. Day by day number of vendors working for HR automation started increasing because of higher demand from HR fraternity to provide HR solutions in the form of Hardware and software. New technological developments and experts working for automation were two significant contributors for development of Management Information System for Human resource department. The process of writing the program related to any activity of HR department was done by programmers and installed on large mainframe computers. The programs written on large mainframe computers were acts as central data repository with less processing. Developments at this stage can be summarized in the following figure.

Figure 1.6 – Evolution of HRM and Use of Computer Technology

Transformation of personnel to HR

HR recognized as key to organizational success

Legislation and regulation on organizational HR practices

Emergence of MIS for HR function

Basic use of MIS for HR record keeping

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Organizations are facing tuff competition in the market to acquire good market share is became the prime objective of an organization. For acquiring more market share organizations wants to have cost reduction measures with quality productivity. But without trained human resources it will not possible for the companies to reduce the cost as well as to get quality productivity. This scenario has changed focus from Employee administration to Employee development through learning and development. For keeping the record of employees and utilizing it for employee development is not possible without using software like Human Resource Information System (HRIS). This technology will help organization to achieve its goals like

1. Cost reduction

2. Employee Development by using Scientific methods

3. Value added services

4. Developing Organizational culture

5. Sustainable development

During 1980's mainframe systems moved into client server technology as Human Resource Information System got popularity. Human Resource Information System becomes popular as Human Resource Management System (HRMS). The Information and analysis generated though Human Resource Information System can empower companies to take right decisions to solve the problems. Because of this Human Resource Information System becoming integral part of organizations decision making processes. Vendors like Oracle, PeopleSoft and SAP included some operational functions of Human Resource Management in that software packages. This results into more demand of software packages developed by these vendors from organizational administration.

In 1980's major technological revolution changed the nature of competition. Almost all the companies were started using same type of technologies. Employee market was not in position to supply trained employees as per the need of organization. To tackle this situation there was a need to develop employees with required skill set for handling

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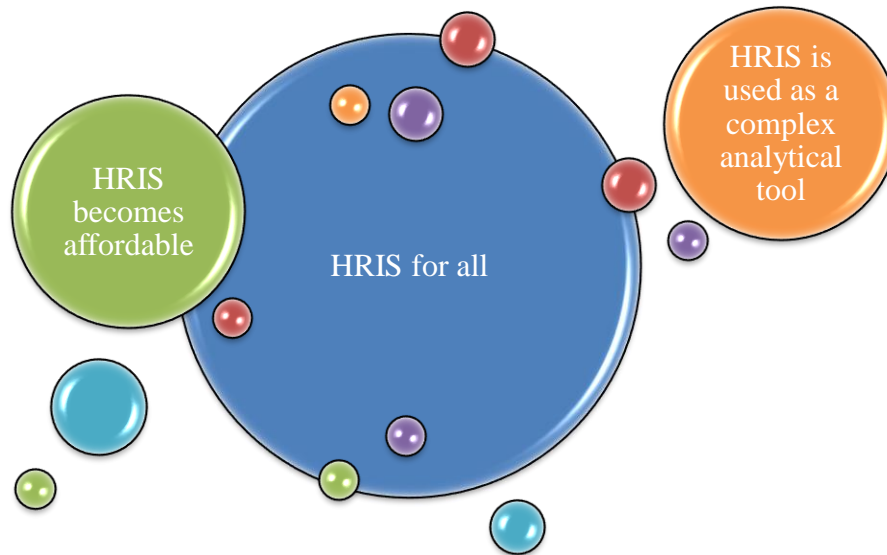
newly installed technologies in the premises of organization. Next challenge was to retain the developed employees in the organization. Human Resource Information System is having feature to track functional capabilities which can be used to attract, to develop and to retain the employees.

In the era of 2000, all operational functions of HR like recruitment and selection, learning and development, time management, compensation and benefit management and performance management became the part of Human Resource Information System. The beauty of this era of Human Resource Information System was even employees can enter the data and also can do up gradation related to his/her personal data. Online portals help to consolidate data of employees at one single place.

Decreasing prizes of computer hardware and increasing in computing power enabled companies to purchase Enterprise solutions software's. Vendors grabbed this opportunity and the era witnessed sharp increase in purchasing and utilization of Human Resource Information System. Unique quality of user friendliness of Human Resource Information System packages empower employees and administrators which was separated from financial accounting software's. At the same time Human Resource Information System was sending the data related to payroll and attendance to their financial systems as per requirement. These developments are summarized in the following figure.

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Figure 1.7 – Contemporary Developments in HRIS

Software services found as useful change in a downsizing economy. HRIS started providing all the advantages that fulfills all the requirements and needs of organizations, integration of financial applications, use of the business Intelligence and helps in decision making processes. These decisions are based upon the facts and figures generated from Human Resource information system. The biggest advantage for the organization is that HRIS increases accuracy level in decision making which results in expanding the business volume. Vendors provide ERP with HRIS for organizations. Because of this if an organization decides to purchase ERP automatically will get HRIS. This is very important development from the point of view of cost reduction. For small and medium size organizations tier one ERP is of great advantage and for big size organizations. Next era for HRIS lies in SaaS and cloud computing.

The evolution of Human resource management shows the paradigm shift in status of the worker from just a slave labor to partial owner of the organization. This improvement in the status of worker shows that employee community day by day got the important position in the organizational strategies. Now day's employees are considered as a vital organ of any organization. Same way for employee welfare many more activities and the functions started by the different companies. This has increased the complexity in the operations of HR department. These complexity in HR functioning was addressed and solved by well developed Human Resource Information systems in the small, medium and large scale organization.

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1.4 RECENT DEVELOPMENTS

The strategic significance of HR is only attaining higher degrees of importance and evolution of HRIS systems support this trend. The last section of this compendium stated that use of computer technology for HR function was originally the gate-keepers of records of employee data. Initially employee data which are called as basic data were entering into single spreadsheet. At the same time personal files with paper format were maintained by the organization. HRIS allows administrator to enter the data of employees. This data was of different types. After entering this data in HRIS it acts as central database repository. Now for any HR related function administrators can use the central database repository. Functions like compensation, training, performance appraisal, leave records management. Hr department was taking help of IT assistant for handling HRIS for various functions.

As survival of the organization become difficult in the competitive world organizations started analysis of factors of production. Organizations having advanced technology, cost reduction measures and good products finding difficult to survive in the competitive market. After analysis it was found that majority companies are having same type of technology and using same type of raw material and other processes. But only differentiating point is the human resources working in an organization. These leads into start getting more importance for employees. Because of this phenomenon HR department started getting more valuable role in decision making of an organization. The role HR department was shifted from administration to strategic formulation. Integrated talent management, non statutory labor welfare facility and performance based pay become new buzz words. Vendors seized this opportunity and started offering Integrated and configurable HRIS with ERP. This packages gain ample scope for HR department to choose best from HRIS software for the organization.

Day by day demand of HR department acquired the status of strategic business unit. Hr mangers needs information for all HR functions like recruitment, learning, benchmarking, talent management and analytics. This demand was started increasing which results into products of HRIS which are not depend on ERP system. Introduction of SaaS HRIS/HRMS products are far better than data repository which was in initial

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stage depend upon ERP systems. Then SaaS, HRIS/HRMS products are more supportive for HR department in their strategies decision making. This software improves the effectiveness and efficiency of HR department as strategic business unit. These recent developments are presented in the following figure

Figure1.8 – Recent Developments in HRIS

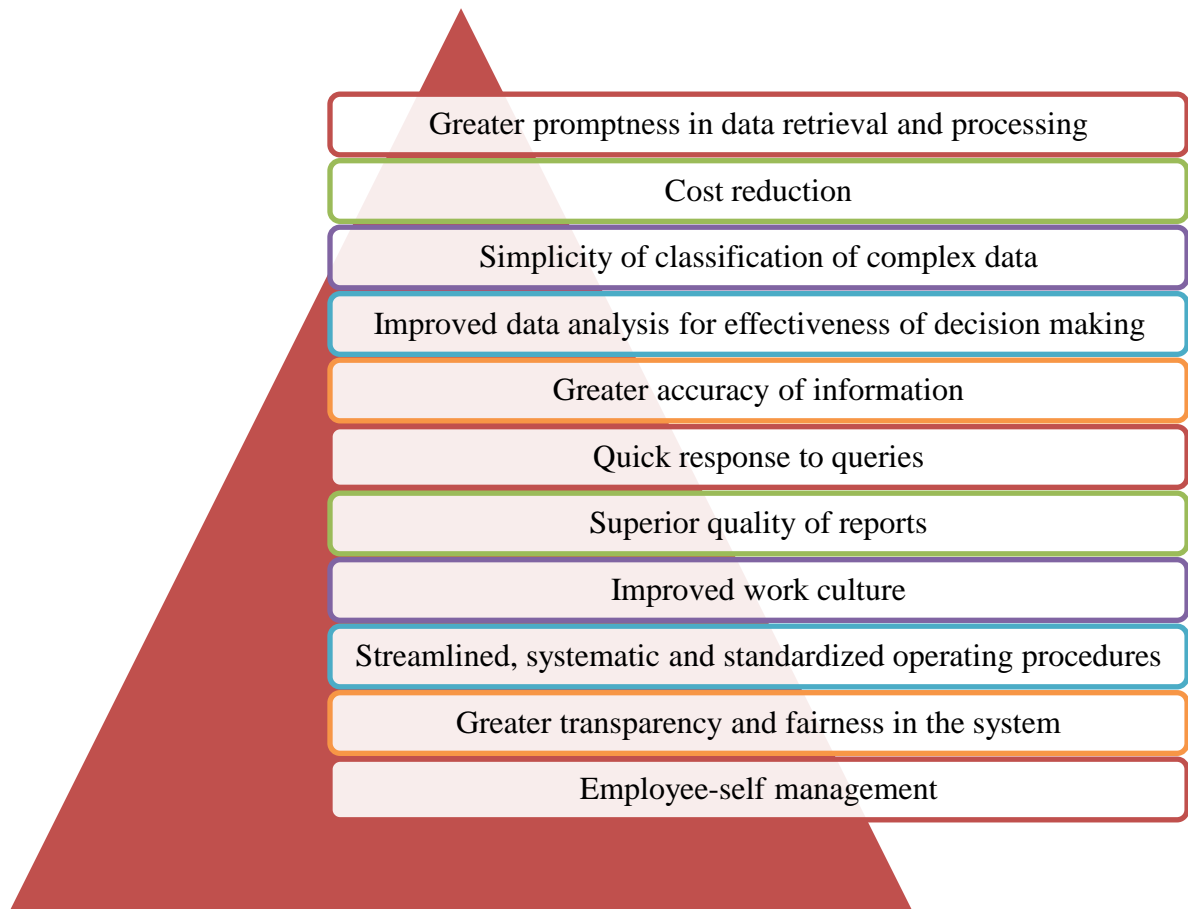## 1.5 BACKGROUND FOR THE RESEARCH STUDY

In order to comprehend the applications of HRIS and the consequent utility to clients, it is appropriate to study and analyze the systematic progression occurred in the nature HRIS. The HRM field like other functional areas of management has seen substantial rise in the utilization of computer applications. A number of trends, which have been stated in the earlier section on recent trends, makes crystal clear that dependency on computer as data collection and data analysis tool was increased significantly in HRM. The emergence of greater sophistication in management of human resources has magnified functions of human resources as one of the nucleus element in the process of strategic management

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function its importance is increased within managerial hierarchy. It demands more refined information for strategic management function. This idea has been exhibited in the following figure.

Figure 1.9 – Greater Sophistication in Management of Human Resources

Greater promptness in data retrieval and processing

Cost reduction

Simplicity of classification of complex data

Improved data analysis for effectiveness of decision making

Greater accuracy of information

Quick response to queries

Superior quality of reports

Improved work culture

Streamlined, systematic and standardized operating procedures

Greater transparency and fairness in the system

Employee-self management

Organizations are experiencing intense competition which leads into greater cost containment. The pressure from top brass of the organization on operational manager including HR was constantly increasing for cost cutting. This helps for doing automation for record keeping of employees. Human Resource managers were greatly benefited by microcomputers and user friendly software's in this process. This phenomenon decreases

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dependency on information system professionals. HR managers in multinationals have developed internal information system which helped them to establishing HRIS unit.

The significant development during this era was well developed HRIS for dedicated for Human resource functions. Many vendors came in the market with fully automated HRIS products for mainframe as well as micro computers. Client server architecture were introduced by many vendors. The features of client server are database was on central server and can be accessed from any work station by using available network.

In the phase enterprise wise applications for business functions was introduced. This helps business organizations to collect information from different resources, integration of information and communication with all business areas. It helps in preparation of strategic plan for business as a unit and at corporate level.

Additional dimension of HR like succession planning, grievance handling, carrier planning, human resource development and legal compliance were integrated as supplement to the HRIS. Simultaneously improved availability resulted in decreeing cost of computer system. Easy viability of computer systems with lower price as well as user friendness were the two driving forces behind brining the sea change in the utilization of HRIS.

The above discussion clearly indicates that HRIS in the coming years will be vital organ in the managerial and operational areas of Human Resource management. Change in software technologies, HR functions frequent up gradation of HRIS software's become need of the hour. Intranet environment busted the use of HRIS product effectively. Such developments related to the field motivate researchers to conduct an empirical analysis in order to understand actual progress made by companies, in the context. This research also derives stimulus from the prolific advances made in the available HRIS products to carry out a first-hand study in order to observe their actual use and effectiveness in the management of human resources.

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1.6 NEED FOR THE CURRENT STUDY

HRIS has progressively renovated since its inception. It has moved on from a simple, rudimentary process to convert manual information-keeping systems into computerized systems, to a major information-based decision support system. backed by computer system and internet, almost each function of HRM is data-driven, computerized today, namely, time and attendance, payroll, administration of incentives and benefits, performance appraisal, recruitment, training and development, up gradation of record employee , absenteeism management, and schedule. This shows that HRIS system change the face of HR department from traditional HR to HR of new edge. The guanine features of HRIS related to collection and analysis of data from employee recruitment to employee benefits and legal compliance transform HR department employees capabilities. It improves effectiveness and efficiency of HR department by reducing the cost. This process helped HR department to get the position of strategic advice.

An empirical study to investigate the process of acquiring, employing, and establishing HRIS software solutions for organizational functions can enable one to understand the difference that has been made in the efficiency of operations. It is vital to study and document the experience of users of HRIS, so as to provide learning and knowledge sharing for all stakeholders. It is necessary to assess and present all that is needed to know when dealing with the pressure of selecting an HRIS solution. The following are some common research questions that make it necessary for the conduct of a comprehensive research exercise on the subject.

- How difficult or easy is HRIS to use?

- How effectively has HRIS use enabled transformation of data into information for supporting organizational decision-making?

- What resources are a pre-requisite to the installation of the system? What is the training requirement for incorporating use of system?

- Is the system generic or customized to organization need?

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- Which is a better system – on-premise or cloud based?

- What have been the up-front costs? What are the implicit costs?

- Are there any standard options on choosing a system? Are there any add-ins?

- What has been the experience of individual employees in using the system?

- Has the use of HRIS has enhanced the sense of equity and fairness among employees?

- How has HRIS enabled the organization power of analytics and business optimization?

- What has been the vendor support in installation and efficient running of the system?

- What has been an individual organization's journey into data-driven decisions and smarter reporting?

- Has the organization use of the system adapted to the changing landscape of the technology incorporated in HRIS design and solutions?

- What are the challenges that an organization faces at various levels in the system use – at employee level, department level, organization level?

- What are the pitfalls in the acquisition and use of the system?

- What has been the impact of HRIS on employee performance, both in the HR department for HR functions and employees of other departments on account of overall improved work environment?

- How has HRIS contributed to organizational bottom lines?

Such questions require that a dedicated study be conducted to document reactions and rejoinders through a broad field exercise. One would strike upon two perspectives in such

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an effort. A perspective of an individual employee will reveal their experience and learning from the system as well as the positive impact of the technology support in their own performance. From an organizational perspective there is a need to investigate in order to correlate the use of HRIS to organizational bottom lines, overall efficiency, and the firm's growth. It is expected that the field study will have these set of outcomes which have been presented in the following figure.

Figure 1.10 – Expected Outcomes of the Research Study
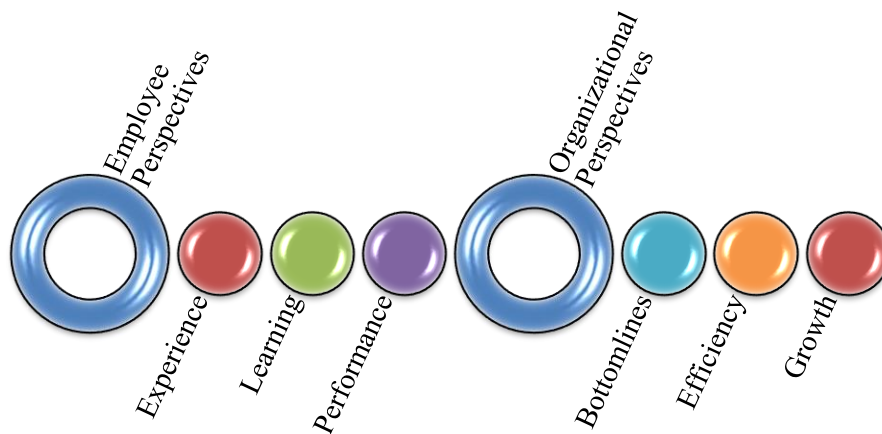
1.7 SCOPE OF THE STUDY

The objective of any research exercise is to apprise and document action. Accordingly this research study seeks to contextualize its findings within the larger body of research on the subject of HRIS. The researcher engages in systematic enquiry by using available resources to fetch out facts and to reach to conclusions, so that it shapes an understanding of the subject and relevant facts on the research problem. Through research findings, stakeholder will be able to explain the use of HRIS by individual employees and organizations.

From a purely commercial point of view, the research wants to offer his services for the survival of the organization by making projections and designing new strategies. The conducted field survey findings support to analyze and evaluate the requirements of the

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business and consumption pattern. In order to be able to do this the researcher defines the scope of the study. Following figure lists the boundaries for the researcher to carry out the study to lead it to its logical conclusion, which is subsequently supported by an explanation below.

Figure 1.11 – Scope of the Research Study

The existing research is an attempt to -	Comprehend where organizations are using HRIS for their daily operations
	Gauge perspectives of HR professionals about HRIS implementation in the organization
	Ascertain preferences for HRIS system by organizations operating in Western India.
	Explore outlook of HR professionals on recommended features of HRIS

First, the researcher attempts to comprehend which organizational functions are being carried out using HRIS. This is indicative of the depth of use of HRIS in day to day operations. The study accordingly also reveals organizational commitment to the use of technology in HR domain. An exhaustive use of the system effectively also exhibits the pitfalls and challenges that an organization may have crossed and reached to the current level of use.

Second, the research tool attempts to identify individual employee point of view on HRIS adoption and use. While the current workforce is more tech savvy and therefore tech dependent, technology has its limitations particularly when dealing with a people-centric function. As indicated in the earlier function a research which documents people's experience, learning and the impact on performance is necessary to validate the use of a system. The study attempts to do just that by gauging perspectives.

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Third, technological development is the most constant thing in the business world today. Individual firms fall in line in this development continuum at their own pace. While vendors survive in a competitive market space by constantly evolving, their success depends on the buying firms conviction of their market offer. The research also defines within its scope an ascertainment of HRIS software currently in use by firms in western India.

Lastly, every organization has its own systems and processes which will define their own preference of specific features in HRIS. The research attempts to enumerate preferred features, given an organizational context.

1.8 SCHEME OF CHAPTERS AND PRESENTATION OF RESEARCH OUTCOME

Presentation of research output is extremely vital for effective comprehension of findings of the research. In order for the stakeholders to derive maximum information from the research effort, this compendium has been structured into chapters as presented in the following table –

Table 1.1 - Scheme of Chapters and Presentation of Research Outcome

Chapter Number	Chapter Title	Chapter Contents	Chapter Outline
1.	Introduction	- Prelude - Introduction to HRIS - Historical Overview - Recent Developments - Background for the Research Study - Need for the Current	This chapter attempts to give an appropriate introduction to the compendium. The researcher outlines the backdrop of the research problem as well as lays defines the scope and need for the research. This lays out

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		Research Study • Scope of the Research Study • Scheme of Chapters and Presentation of Research Outcome • Chapter Conclusion	a fitting base on which a suitable research design is developed and presented in the next chapter.
2.	Literature Review	• Chapter Introduction • Concepts and Definitions • Previous Studies in HRIS • Gaps in Existing Body of Knowledge • Chapter Conclusion	This chapter documents the existing body of knowledge on the subject. The underlying idea is to identify gaps to validate the conduct of the current study.
3	Research Methodology	• Chapter Introduction • Research Questions • Structure of the Research Study • Statement of the Research Problem and Description • Hypothesis Development • Research Design • Sources of Data and Tools for Data Collection • Sampling Plan	In this chapter the researcher states the methods and process used in the research exercise. A clear methodology helps in understanding the tools that have been used at various stages in the research exercise. It also describes the research choices made from the alternative techniques

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		• Research Variables and Framework • Tools for Data Analysis Pilot Study Outcomes	available at every step. The researcher also lays down the research framework which defines the research boundaries.
4.	Data Analysis – I	• Descriptive Data Analysis	This chapter analyzes the output of the research tool. Descriptive statistical tools have been employed to analyze the data.
5.	Data Analysis – II	• Inferential Data Analysis	This chapter tests the hypothesis and presents the findings, thereof. Inferential statistical tools have been employed for the purpose
6.	Findings and Conclusions	• Major Findings • Conclusion	The researcher in this chapter summarizes the major findings from the analyzed data, to present them in a crisp form for support in decision-making.
7.	Suggestions and	• Suggestions and	In this chapter the

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	Recommendations	Recommendations • Research Contribution to the Existing Body of Knowledge • Scope for Future Research	researcher presents his own point of view, qualitatively from the conducted research. The researcher also identifies potential areas for research in the future.

1.9 CHAPTER CONCLUSION

In this chapter, the researcher attempted to give an appropriate introduction to the compendium. The researcher outlined the backdrop of the research problem as well as laid down the scope and need for the research. This was necessary to provide a fitting base on which a suitable research design is developed and presented further on. In the subsequent chapter the researcher states the methods and process used in the research exercise. A clear methodology helps in understanding the tools that have been used at various stages in the research exercise. It also describes the research choices made from the alternative techniques available at every step. The researcher also lays down the research framework which defines the research boundaries.

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