



SHRI RAM COLLEGE OF COMMERCE

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STRIDES - A STUDENTS' JOURNAL OF SHRI RAM COLLEGE OF COMMERCE

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July-December 2018

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STRIDES – A STUDENTS’ JOURNAL OF SHRI RAM COLLEGE OF COMMERCE

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Shri Ram College of Commerce is well known for its academic excellence and dedicated approach towards dissemination of knowledge in the academic world. The college appreciates the role of research in education and is committed to developing an inclination towards research in both faculty and students. In this pursuit, the college has taken the initiative to launch a new Journal named ‘Strides – A Students’ Journal of Shri Ram College of Commerce’.

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It is a double blind reviewed bi-annual Journal launched exclusively to encourage students to pursue research on the contemporary topics and issues in the area of commerce, economics, management, governance, polices etc. The journal provides an opportunity to the students and faculty of Shri Ram College of Commerce to publish their academic research work.

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The journal adheres to a rigorous double-blind review policy. Each research paper received by COPE is sent for review to the *Referee* (Subject Expert). The reports submitted by the *Referees* are sent to the respective students for improvement (if any, suggested by the *Referees*). After reporting all the suggestions recommended by the *Referees*, the revised and improved version of the papers are re-submitted by the students to the COPE.

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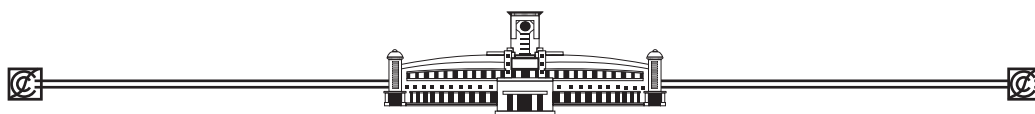
As part of the submission process, the student and mentor needs to declare that they are submitting original work for the first publication in the Journal and that their work is not being considered for publication elsewhere and has not already been published elsewhere. Again, the paper should not have been presented in any seminar or conference. The scanned copy of duly signed declaration by the students and their respective mentors has to be emailed along with the research paper.

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AWARD

The authors of best three papers from every Issue are awarded – First Prize, Second Prize and Third Prize on the SRCC Annual Day.



Principal's Message



The mission statement of the college signifying the existence and its road map to the achievement of its vision, reads as:

“To achieve and sustain excellence in teaching and research, enrich local, national and international communities through our research, improve skills of alumni, and to publish academic and educational resources”

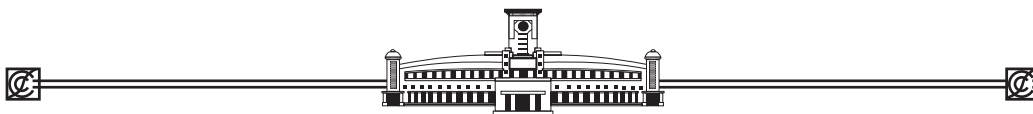
To achieve and promote excellence in publications and applied research, the college has taken the initiative to launch a new journal exclusively to publish students' research papers and articles. It will be an add-on to the enriched catalogue of college publications and academic literature.

The Journal has provided an opportunity to the students of our college to focus on research. Since the students were not opened to the research methodologies at the undergraduate level, they were mentored by experienced faculty of our college. Simultaneously, their articles were also reviewed by the referees and tested for plagiarism before publication. After reporting all the suggestions recommended by the referees, the articles were revised and then finally published. The college had successfully released the foundation issue of the Journal **“Strides - A Students' Journal of Shri Ram College of Commerce, Volume 1, Issue 1, 2016-17”** on the occasion of 91st Annual Day of the College held on 13th April, 2017. The Journal was released by **Shri Prakash Javadekar, Honb'le Union Minister of Human Resource Development, Government of India.**

I would like to congratulate the students whose papers are published in this issue of the journal and simultaneously encourage all the students to contribute their research papers and articles for the successive issues of the Journal.

Best wishes for their future endeavors.

Prof. Simrit Kaur
Principal



Editor's Message

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Shri Ram College of Commerce is well known for its academic excellence and dedicated approach towards dissemination of knowledge in the academic world. The college appreciates the role of research in education and is committed to developing an inclination towards research in both faculty and students. In this pursuit, the college has taken the initiative to launch a new Journal named 'Strides - A Students' Journal of Shri Ram College of Commerce' to encourage students to pursue research under the guidance of the faculty of Shri Ram College of Commerce.

It is a bi-annual Journal launched exclusively to publish academic research papers and articles by the students on contemporary topics and issues in the area of commerce, economics, management, governance, policies etc.

In order to maintain the high standards of publication, COPE (Committee On Publication Ethics) has been constituted. The COPE shall be the apex authority to take all the decisions related to the publication of research papers and articles in Strides. The decision of COPE shall be final and binding.

To maintain the high academic standards, academic ethics and academic integrity, a rigorous process of double blind review of research papers is followed along with screening of plagiarism of each manuscript received by the COPE



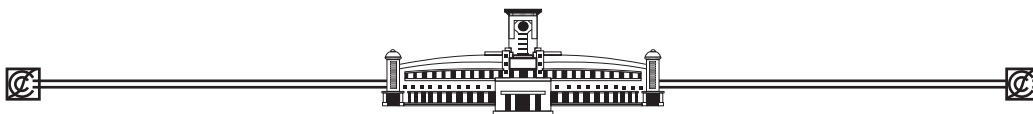
for publication. The research work published in Strides is original and not published or presented at any other public forum.

The foundation issue of the Journal **"Strides - A Students' Journal of Shri Ram College of Commerce, Volume 1, Issue 1, 2016-17"** was successfully released on 91st Annual Day of SRCC held on 13th April, 2017 by **Shri Prakash Javadekar, Honb'le Union Minister of Human Resource Development, Government of India.**

The successive Issues of 'Strides - A Students' Journal of Shri Ram College of Commerce' shall be bi-annually released.

I congratulate all the students whose research papers are published in this Issue of Strides and express my sincere thanks to their mentors and referees.

Dr. Santosh Kumari
Editor



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High-Performance Work Systems and Spiritual Leadership: Tracing the Synergies from an Organizational Perspective

ABSTRACT

This article purports to trace the synergies that appear to exist between the theories of spiritual leadership (SL) and High-Performance Work Systems (HPWS) and present a HPWS-spiritual leadership- organizational performance link. After introducing the concepts of spiritual leadership and HPWS, their independent functioning mechanisms have been explained. A functioning mechanism is presented wherein spiritual leadership acts as a catalyst in the HPWS- organizational performance link. By identifying the underlying commonalities between the theories of spiritual leadership and HPWS, an effort has been made to conceptually justify the aforementioned functioning mechanism. Limitations of this paper and scope for further research have been discussed towards the end.



Mentor:
Preeti Devi
Assistant Professor
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THE CONCEPT OF HIGH-PERFORMANCE WORK SYSTEMS

Strategic human resource management is a field that is gaining more and more importance in recent years. This popularity can be partly attributed to the growing research in the field of corporate performance enhancement and partly to the change in the nature of operations- from product-centric to service-oriented. An organization's workforce is now considered to be a channel for gaining and developing competitive advantage. Among the broad concepts of strategic human resources, high performance work systems stand out as reflecting the basic philosophy and practices of strategic human resource management and shape the attitudes, skills and behaviours of staff by discovering and utilizing knowledge, thereby achieving organizational goals (Chen 2009; Collins and Clark 2003)

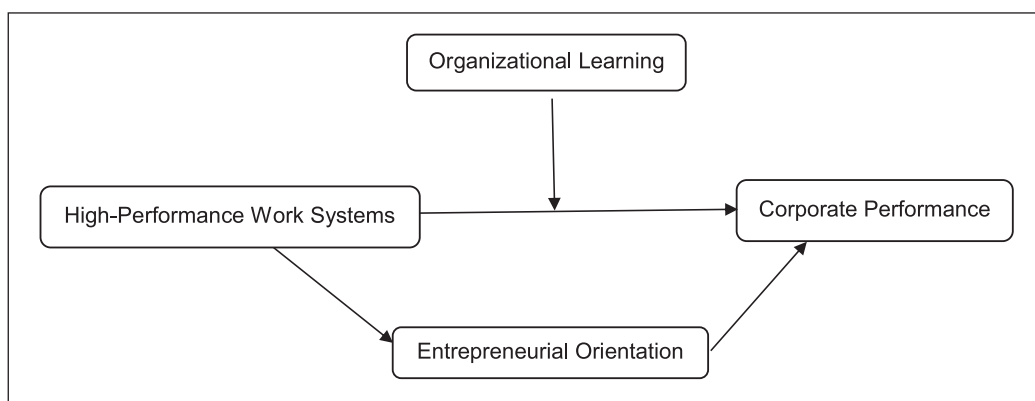
In spite of being a relatively new concept, HPWS has been subject of considerable discussion. As there is no agreement on the definition of this concept, it can generally be regarded as "an organic combination of a series of coordinating and cooperating human resource management practices in order to enhance individual and organizational performance" (Snell and Bohlander 2010). By breaking the traditional hierarchical management model, HPWS use flat organizational structures to provide staff with wide-ranging training, safe environments, management and competitive compensation, organizational identification and productivity, which lead to sustainable competitive advantages and long-term individual and organizational development (Pak and Kim 2018). The exact human resource practices that create HPWS have been discussed in the later stages of this paper.

Research on HPWS includes both organizational level and individual level studies. Empirical studies show that HPWS can improve individual performance that is measured through parameters like job satisfaction and organizational citizenship behaviour (DJ Cheng 2011). Organizational level impact of HPWS have been assessed by measuring corporate performance and such assessments have yielded positive results (Becker and Huselid 2006).

Though researchers agreed on the impact of HPWS on organizational performance, how and why it was able to deliver such impact remained a mystery. This mystery was solved by an empirical study which proved that with organizational learning as moderator and entrepreneurial orientation as partial mediator, HPWS created a positive impact on corporate performance (Zhu, Liu, and Chen 2018). Organizational learning may be defined as the "dynamic process of creating,

acquiring and integrating knowledge to develop resources and capabilities that will enable the organization to achieve better performance”(Shahizan Hassan and Ali Yousif AL-Hakim n.d.). Entrepreneurial orientation, on the other hand, is the reflection of an organization’s commitment to entrepreneurial attitudes and its willingness to start new business (Covin and Slevin 1989). Further, entrepreneurial orientation has three dimensions- innovation, pro-activeness and risk taking(Miller and Friesen 1982). HPWS when adopted by organizations that are more dedicated to learning has greater impact because its members are not resistant to change. Furthermore, the impact of HPWS on the corporate performance is by way of increasing entrepreneurial orientation. Under HPWS, employers develop high-trust partnerships with their employees which encourages them to make choices despite the potential risk and this, in turn, increases entrepreneurial orientation which allows the company to explore the unexplored and deliver better performance. The model is shown in fig. 1.

Fig.1: HPWS-Corporate Performance Functioning Mechanism (Zhu et al. 2018)



THE CONCEPT OF SPIRITUAL LEADERSHIP

With employees becoming an inimitable asset in every organization, more efforts are being made to retain workers and to motivate them. Due to growing competition, however, it has become hard for organizations to not just attract but also retain good employees based on compensation packages alone. Hence, employers are focusing on other instruments that hold considerable appeal to the workforce. Some common instruments include job satisfaction, work environment and organizational values. A prerequisite for the effective implementation of these instruments is efficient leadership. This need has led to the pioneering of several leadership theories and a new addition to this field is

the concept of spiritual leadership. But before discussing the theory of spiritual leadership it is important to understand what spirituality means in general and for an organization in particular.

Though, spirituality means different things to different people, in general, it is an individual's (Jiva) search for a deep meaning of life interconnecting it to the Universe (Jagat) and to God (Ishwara). The spiritual journey essentially involves unfolding the mystery that surround Jiva–Jagat–Ishwara (Mahadevan 2013). Quite often spirituality is used synonymously with religion which is unfounded, though, religion may contribute to one's spiritual survival. The distinction between spirituality and religion has been highlighted in Table 1.

Table 1: Difference Between Religion and Spirituality

Religion	Spirituality
A communal practice	An individual experience
Tells what the truth is	Encourages one to discover the truth
Spirituality is necessary for religion	Religion is not necessary for spirituality

In all disciplines, except the workplace, it has been universally accepted that, at some point in life, people have this intrinsic need to find the purpose of their lives and be members of a community where they feel valued for their contribution to performance (Giacalone and Jurkiewicz 2003). However, in the workplace, especially the corporate world, employees are expected to compartmentalize their spiritual and workplace selves, which is unrealistic given the amount of time spent at work (Fairholm 1996). In the recent times, the trends are changing and spirituality is being incorporated in the workplace. The experience of workplace transcendence {employee belief that their work is their calling to serve others} allows workers to derive a meaning and purpose in life, and a sense of being connected; membership is the foundation of workplace spirituality.

Hence, workplace spirituality may be defined as “a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected in a way that provides feelings of compassion and joy” (Giacalone and Jurkiewicz 2003).

For the incorporation of workplace spirituality to be successful the organization and its leaders must be committed to spirituality. While organization's

commitment to spirituality can be measured based on its vision, ethics and policies; leader's commitment is difficult to assess. To solve this issue, Spiritual Leadership Theory (SLT) was pioneered. Spiritual leadership theory incorporates concepts of vision, hope and altruistic love, theories of workplace spirituality and spiritual survival, and organizational outcomes of commitment and productivity (Fry 2003). Altruistic love, for the purpose of this paper, may be defined as "a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others" (Fry, 2003). However, for better comprehension, what vision, hope and altruistic love include has been shown by Table 2.

Table 2: Characteristics of Vision, Altruistic Love and Hope (Fry, 2003)

Vision	Altruistic Love	Hope
Broad appeal to key stakeholders	Forgiveness	Endurance
Defines the destination and journey	Kindness	Perseverance
Reflects high ideals	Empathy/Compassion	Do what it takes
Encourages hope/faith	Honesty	Stretch Goals
Establishes a standard of excellence	Patience	Expectation of reward/victory
	Trust/Loyalty	
	Integrity	
	Courage	
	Humility	

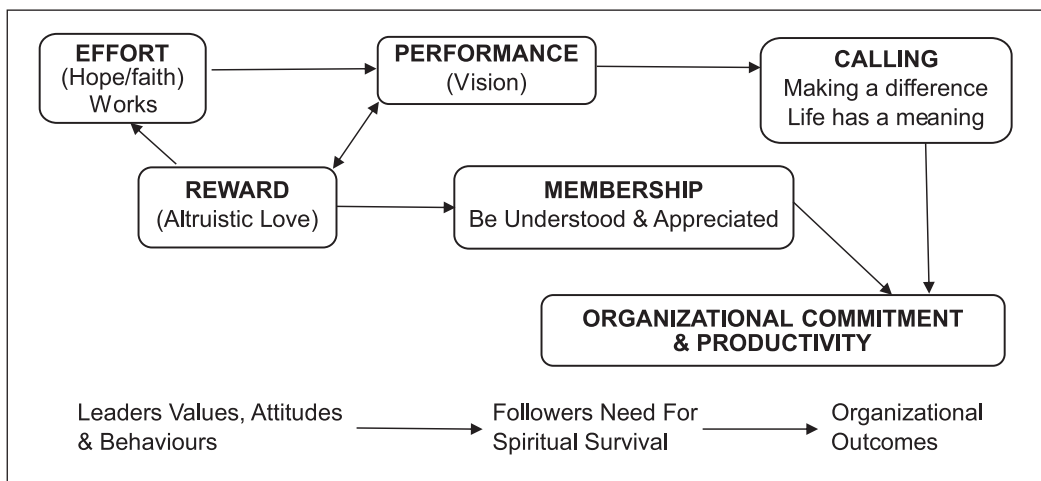
But before proceeding to SLT it is important to understand spiritual leadership which may be defined "as comprising of values, attitudes, and behaviours that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership - i.e., they experience meaning in their lives, have a sense of making a difference, and feel understood and appreciated" (Fry, 2003). The inclusion of the term behaviour necessarily emphasizes the fact that merely preaching such ethics is not sufficient, a leader's behaviour must reflect his beliefs. Many researchers have tried to identify the values and attitudes that a spiritual leader must possess and exhibit. It is agreed

that for a leader to be spiritual he must have spiritual motivation, spiritual qualities and must adhere to spiritual practices (Reave n.d.). A leader is said to have spiritual motivation when he regards his work as a calling- a means for positive transformation. While spiritual qualities include integrity, humility and honesty, spiritual practices encompass fair treatment of subordinates, mutual respect, self-reflection and acknowledgment of an employee's contributions (Reave n.d.).

Empirical studies have been undertaken with the objective of figuring out the impact of spiritual leadership on organizational and individual leader performance. Studies prove that spiritual leadership and organizational performance measured by organizational commitment, productivity, sales growth and profitability are positively related (Fry and Matherly n.d.). Furthermore, the presence of spiritual factors i.e. spiritual motivation, spiritual qualities and spiritual practices have proven to improve leadership success (Reave n.d.).

SLT explores how spiritual leadership impacts organizational performance. By giving employees a vision, the leader clarifies on organizational roles and performance expectations. When the roles assigned to individuals align with their personal beliefs and ethics, they are intrinsically motivated and thus, committed to their tasks thereby increasing the enterprise's overall productivity. By practicing altruistic love, leaders express their trust in, and appreciation of, the workforce's contribution and this makes them experience a sense of belongingness. This, along with performance-based compensation, encourages employees to persevere for the organization's success. This theory is depicted by Fig. 2.

Fig. 2: Spiritual Leadership Theory (Fry, 2003)

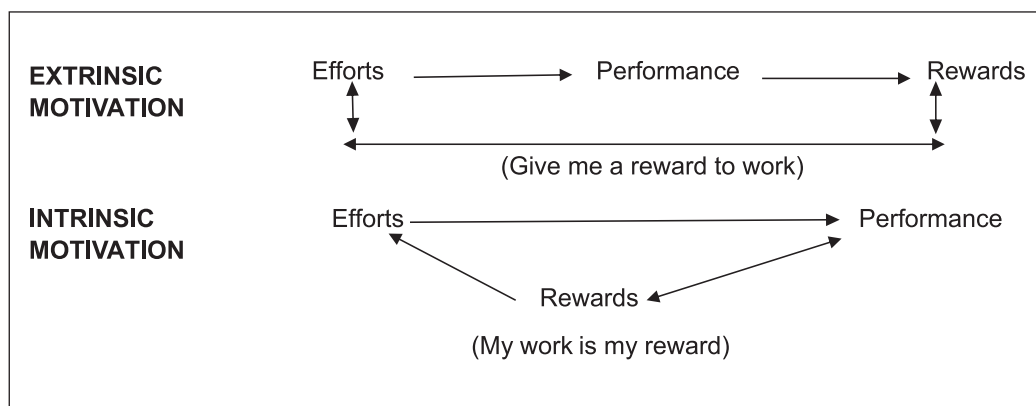


SYNERGIES BETWEEN THE CONCEPTS OF HPWS AND SPIRITUAL LEADERSHIP

Previously, the meaning, impact and operating mechanism of HPWS were discussed; moving on we shall now explore the human resource practices that create such systems. There are seven principles, that all researchers have agreed on, that together create a HPWS. The first one of them is employee security. Despite the trend for organizations to hire part-time or contract workers, research manifests that undertakings that pledge job security are more sustainable and have improved long-term bottom line performance (Cameron 1994). Guaranteeing job security builds high-trust partnership with the employees and ensures their commitment to the organization's success (Pfeffer 1998).

The second principle is of selective hiring, which re-emphasizes on the need to hire workers whose personal morals and goals align with the organization's ethics, values and vision, and this shared orientation keeps the employees intrinsically motivated. Intrinsic motivation can be defined as an individual's commitment to a task because he derives satisfaction from the task as opposed to extrinsic motivation where interest is driven by external factors like peer pressure or tangible rewards. If the workers are intrinsically motivated there is no need for the company to use reinforcement which may lead to a tense work environment. The difference between intrinsic and extrinsic motivation is shown in Figure 3. A prerequisite for the principle of selective hiring, however, is for undertakings to identify the critical skills and attributes that their employees should possess (James C. Collins, 2001) Selective hiring by itself produces better outcomes so much so that James C. Collins asserted that hiring the right candidates differentiated 'good' companies from 'great' companies.

Fig. 3: Functioning Mechanisms of Intrinsic and Extrinsic Motivation
(Fry, Toward a theory of spiritual leadership., 2003)



Next postulation is decentralization. It has been validated that through the delegation of decision-making authority, organizations help their employees in delivering outstanding results (Cattermole, Johnson, and Roberts 2013). Delegation of authority lets the employees know that the organization respects and trusts them and their decisions. This awareness encourages employees to support the organization in its endeavours and to strive for its success. Trust acts as a significant mediator in the attitude-similarity and attraction link (SAL), a well-established concept in social psychology, despite being juxtaposed with all of the three traditional mediators- inferred attraction, respect for the acquaintance and the experience of positive affect by the perceiver (Singh et al. 2015); thereby becoming the single most important attribute of an ideal interdependent group (Cottrell, Neuberg, and Li 2007). Result-based compensation is the next HR practice that leads to a HPWS. Result-based compensation, when applied uniformly at all levels of the organization, gives a sense of just and equitable treatment and also motivates the workforce to perform well by increasing employee awareness of their roles in contributing to profitability. Furthermore, performance-based compensation enhances the social system of accountability within teams and thereby, the organization (Rhoades 2011). Next up, is the principle of training by commitment. While some organizations believe that training is frivolous and some train their workforce on how to perform a job, companies aiming to create HPWS focus on training employees by a combination of methods that concentrate on how to take initiatives, resolve problems and be responsible for their choices and quality. Such trainings, by not focusing on technical skills that are needed to perform the job, demonstrate the trust that the organization has on its employees and are an acknowledgement of their talents. Empirical studies suggest that employee commitment, ownership and contribution to firm performance is improved by work-related team training (Laszlo, Laszlo, and Johnsen 2009). Reduced status barriers are yet another practice that conveys the organizations belief that all employees are equally important and valuable. Flatter organizational structures along with appropriate leadership de-emphasize hierarchical status, empower employees and promotes fair and dignified treatment of employees thereby building trust and commitment (Pfeffer, 1998). Further, reduced status barriers are a statement that, instead of controlling people, the organization is committed to building high-trust cultures by developing and nurturing workforce (Covey 2005). The last principle for developing HPWS is information sharing. Any kind of key valuable information is always shared only with those who are considered trustworthy or important, whether in personal life or in professional life. Sharing strategic details with employees conveys an identical message- that they are trustworthy and

important, which reduces misunderstandings that could be created by rumours due to information asymmetry. Information symmetry also acts as a statement of how honest an organization is. Such information along with proper training regarding their efficient utilization is critical especially in a global economy where application of knowledge and wisdom by an organization determines its performance and sustainability (Covey 2005) (Pfeffer, 1998). These seven HR practices, individually, create a positive impact on an employee's perception of the organization and of his role in the organization. Such impact leads to a work environment characterized by high-trust, better commitment and harmony. The qualities that are exhibited by the seven principles of HPWS are summarized in Table 3.

Table 3: What Different HR Practices Mean to Employees

HR Practices	Qualities Exhibited (Means)
Job Security	Commitment to Employees
Selective Hiring	Intrinsic Motivation
Decentralization	Trust
Result-Based Compensation	Fairness
Training by Commitment	Appreciation of Skills
Reduced Status Barriers	Humility
Information Symmetry	Honesty

HPWS can be effective only when, along with organizational structural provisions for the aforementioned practices, the leaders of the undertaking are willing to adopt and adhere to such practices. This means that leaders in the organization must be fair, honest, humble, appreciative of their subordinates' contribution and supportive. They must be willing to inspire and motivate their employees and create dedicated workforce. In earlier discussion regarding spiritual leadership we noted the qualities and practices adopted by one, as summarized in table 4. Further, while discussing SLT we saw how a spiritual leader by attending to an employee's need for spiritual survival creates a positive impact on the bottom line. This impact was possible only because he, the spiritual leader, was able to intrinsically motivate the workforce and inspire them to be confident of their choices and of the organization's actions. Hence the existing structural arrangements for HPWS will be more effective if spiritual leadership is adopted. This means spiritual leadership acts as a catalyst in the HPWS- organizational performance link.

Table 4: Spiritual Leadership Qualities and Practices

Spiritual Qualities	Spiritual Practices
Integrity	Fair Treatment
Humility	Appreciative of Contributions
Honesty	Expressing Care and Concern

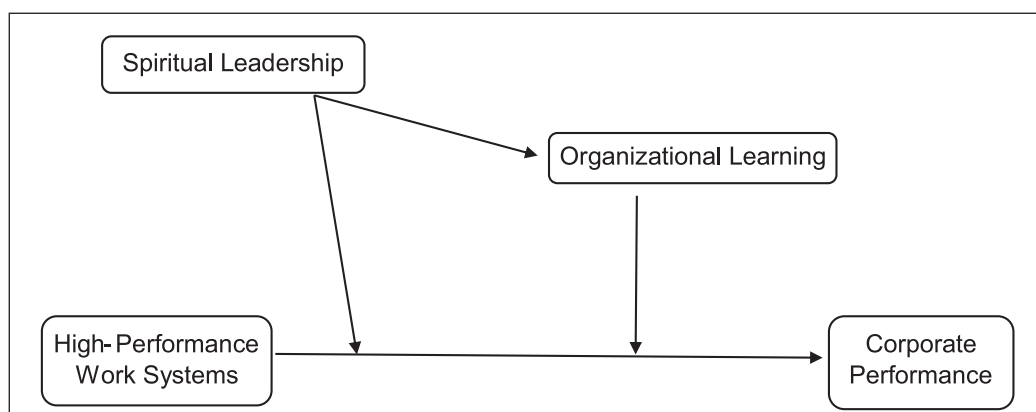
However, while discussing the mechanism of HPWS, organizational learning was the moderator, not spiritual leadership. This brings us to the question as to whether or not spiritual leadership and organizational learning are exclusive of each other. To answer this question, we need to dwell deeper into the process of organizational learning. Organizational learning is more than the mere addition of individual learnings given that an organization's memory preserves certain norms, mental maps, behaviours and values over time that may be introduced by members who no longer are a part of the undertaking. Organizational learning is a process comprising of four components: acquisition, interpretation, distribution and storage of information. These processes need not necessarily be in a sequential order, their order depends on the context in which they operate. Knowledge can be acquired from both external as well as internal sources. Internally, information can be inherited from leaders or be derived from group learning. For this to be possible there must be a willingness to interact and share information with peers and between leaders and subordinates. Efficient interpretation is important if the organization wishes to effectively utilize the available information. However, for the impact of the information to be analysed the relevance of the available information with regards to the organizations activities and objectives must be judged and for that to happen all levels of the organization must be aware of the vision and mission of the undertaking. After interpretation is distribution. Knowledge that is not applied at the right place at the right time is of no use. This means that for the organization to gain advantage, knowledge must be distributed across the structure, regardless of position or authority. Some information may not be relevant under the current circumstances but may become material in future. Thus, all information relevant with the organization's vision must be stored. The processes and the conditions in which they shall be effective are summarized in table 5. Having spiritual leadership, as discussed earlier, creates a harmonious work environment and inspires a committed workforce which, in turn, facilitates organizational learning.

Table 5: Prerequisites for Organizational Learning Process

Process	Condition
Acquiring (internal)	Membership and Reduced Status Barriers
Interpreting	Understanding of Roles and their Contributions
Distribution	Information Symmetry
Storage	Commitment to Organizational Performance

From our discussion so far, the relationship between spiritual leadership and HPWS and between organizational learning and spiritual leadership have been identified. This relationship is depicted by the moderating effects model shown in figure 4.

Fig. 4: HPWS-Spiritual Leadership-Corporate Performance Functioning Mechanism



IMPLICATION OF THIS SYNERGY FOR ORGANIZATIONS

The model presented above re-emphasizes the need for organization to promote and adopt spiritual leadership. Though earlier researches did prove the impact of spiritual leadership on the bottom line, they didn't justify the relevance of spiritual leadership in the presence of other management and leadership theories. This paper, by contextually justifying the relevance of spiritual leadership when other more recognised practises like organizational learning and systems like HPWS are already in operation, calls for organizations to incorporate spiritual leadership and demonstrates that such inclusion can be seamless. It outlines certain practices that organizations can assume in pursuit of greater workplace spirituality.

LIMITATIONS

Though the paper justifies the adoption of spiritual leadership by organizations that have developed high-performance work systems, it does so by building on existing research and not empirically, owing to time-constraints. It is quite possible for results from previous research to be influenced by variables that were beyond the scope of the research. Further, the instruments for adopting spiritual leadership and developing workspace spirituality have not been discussed.

SCOPE FOR FURTHER RESEARCH

The adoption of spiritual leadership while other practices are in operation can be recommended only in the presence of empirical evidence which must be collected through further studies. Whether or not spiritual leadership is a viable option as compared to other leadership theories can be decided only by investigating the correlation between investment in spiritual leadership and corresponding impact on an organization's bottom line.

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HISTORY OF THE JOURNAL

The idea to launch this Journal was discussed in December 2016 by the former Officiating Principal, **Dr. R. P. Rustagi** with **Dr. Santosh Kumari**, the Editor of the Journal. Since the idea appealed to **Dr. Santosh Kumari**, she took the initiative to contribute to SRCC by creating this new academic research Journal and took the responsibility for its Creation, Registration, License and ISSN (International Standard Serial Number) etc. along with *Editorship*. Therefore, **Dr. Santosh Kumari, Assistant Professor in the Department of Commerce, Shri Ram College of Commerce** was appointed as the Editor of the Journal vide. Office Order – SRCC/AD-158/2017 dated March 14, 2017. She meticulously worked hard in creating the concept and developing the structure of the Journal. She introduced the concept of COPE (Committee On Publication Ethics) to maintain the high academic standards of publication.

On behalf of SRCC, **Dr. Santosh Kumari** made every effort in seeking License from Deputy Commissioner of Police (Licensing), Delhi to register the Journal at “The Registrar of Newspapers for India, Ministry of Information and Broadcasting, Government of India”. The paper work for seeking license started under the former Officiating Principal, **Dr. R.P. Rustagi** on March 27, 2017. The foundation Issue of the Journal “**Strides – A Students’ Journal of Shri Ram College of Commerce, Volume 1, Issue 1, 2016-17**” was successfully released on the 91st Annual Day of SRCC held on April 13, 2017 by **Shri Prakash Javadekar, Honb’le Union Minister of Human Resource Development, Government of India**. The title of the Journal got verified and approved by the Registrar of Newspapers for India, Ministry of Information and Broadcasting, Government of India on April 21, 2017. On September 1, 2017, **Prof. Simrit Kaur** joined SRCC as Principal and signed each and every legal document required for further processing and supported **Dr. Santosh Kumari**.

On December 18, 2017, the College got the license “**License No. - DCP / LIC No. F. 2 (S / 37) Press / 2017**” to publish ‘Strides – A Students’ Journal of Shri Ram College of Commerce’. Due to change of Printing Press, the License got updated on March 09, 2018. On April 26, 2018, the SRCC Staff Council unanimously appointed **Dr. Santosh Kumari as the ‘Editor of Strides’** for the next two academic years.

On April 27, 2018 (The Foundation Day of the College), **Dr. Santosh Kumari** submitted the application for the registration of the Journal. On May 04, 2018, the SRCC received the ‘**Certificate of Registration**’ for “**Strides – A Students’ Journal of Shri Ram College of Commerce**” and got the **Registration No. DELENG/2018/75093** dated May 04, 2018. ***On behalf of Shri Ram College of Commerce, it was a moment of pride for Dr. Santosh Kumari to receive the ‘Certificate of Registration’ on May 04, 2018 at the Office of Registrar of Newspapers for India, Ministry of Information and Broadcasting, Government of India (website - www.rni.nic.in).***

On May 07, 2018, **Dr. Santosh Kumari** submitted the application for seeking ISSN (International Standard Serial Number) at “ISSN National Centre – India, National Science Library, NISCAIR (National Institute of Science Communication and Information Resources). Weblink - <http://nsl.niscair.res.in/ISSNPROCESS/issn.jsp>”. Finally, the College received the International Standard Serial Number “**ISSN 2581-4931 (Print)**” on **June 01, 2018**.

We are proud that this journal is an add-on to the enriched catalogue of SRCC’s publications and academic literature.

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RELEASE OF FOUNDATION ISSUE OF STRIDES



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