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How the awareness about health and nutrition effect the working behavior and performance of university teachers in India?

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Abstract

Teachers are the foundation of the society and the students are the future generation. Teachers are the most effective catalyst in the overall development of the students. Students are greatly influenced by the behavior, attitude and lifestyle of the teachers. Moreover, teachers have the most important role in the guiding the students for the fulfillment of their goals. Therefore it is the responsibility of the society to take care of the health and nutrition of the teachers so that teachers would effectively play their role and contribute fullest for the enrichment and development of the students. The objective of this study is to the make university teachers aware about theirt health and nutrition and then analyzes its effect on their performance and working behavior. With special reference to the teachers of universities of India. To gather the required data random sampling method is used. Random sample of 50 teachers has been taken from different universities of India. Qualitative research method has been used to gather and analyze the data. A self-administered questionnaire was used and personal interview have been conducted to gather information. The result of the study shows that the awareness about health and nutrition plays a very positive role on the working behavior and as well as performance of the university teachers. The improvement in their working behavior is not only because of their improved physical conditions, it is also because of the added attention they receive from their institution, which stimulated their sense of belongingness towards their students and the institution and job satisfaction. The teachers would ultimately revert it by increasing their commitment and loyalty towards organization and students. On Conclusion, every university should periodically assess and analyze the fitness and health of its teachers so that students can get healthy educational environment. A healthy teacher would always treat his/ her student in the best possible way. Otherwise, the students would suffer the cost of an unhealthy teacher. As students are the future generations and the development of a nation depends on them, so they should be nurtured by the healthiest teachers. It should be ensured that teachers should receive continued awareness and training relating to health nutrition and hygiene.

Key Words: Futuregeneration, Stimulated, Nutrition, Enrichment, Lifestyle

Prescription Drug Monitoring Programs, Opioid Abuse, and Crime

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Abstract

The past two decades have witnessed a substantial increase in opioid use and abuse in the United States. In response to this opioid epidemic, prescription drug monitoring programs (PDMPs) have been implemented in virtually all states. These programs collect, monitor, and analyze prescription opioid data with the goal of preventing the abuse and diversion of controlled substances. A growing literature has found that voluntary PDMPs, which do not require doctors to access PDMPs before prescribing controlled substances, have had little effect on opioid use and misuse. However, PDMPs that do mandate access have been found to be effective in reducing opioid misuse and other related health outcomes. In this paper we study the broader impact of voluntary and mandatory-access PDMPs on crime, and in the process inform the causal link between prescription opioid abuse and crime. Using information on offenses known to law enforcement and arrests from the FBI's Uniform Crime Reports (UCR), combined with a difference-in-differences empirical strategy, we find that voluntary PDMPs did not significantly affect crime whereas mandatory-access PDMPs have significantly reduced cost-adjusted crime by approximately 6%. Reductions in crime are largely associated with homicide. Also, we find evidence that young adults experienced the largest decrease in crime, as measured by the probability of being a victim of homicide or being arrested for drug possession, which is consistent with prior work that also finds relatively larger declines in prescription opioid abuse for this group. At the end of our sample period, in 2015, only 11 states, representing 20% of the population had required that providers must use the PDMP prior to prescribing and dispensing a controlled drug; the rest continued to leave PDMP registration and use to the discretion of the providers or mandated use in limited circumstances. We use our estimates to derive implied cost savings from the reduction in violent crime if all states were to adopt mandatory access PDMPs. Overall, these results provide additional evidence that prescription drug monitoring programs are an effective social policy tool to mitigate the negative consequences of opioid misuse, and more broadly indicate that opioid policies can have important spillover effects into other non-health related domains such as crime.

Netnography As A Marketing Research Tool for Entrepreneurs

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Abstract

Netnography is a relatively new ethnographic method. It is defined as “Doing Ethnographic Research Online”; (Kozinets, 2010) . The online nature of netnography allows researchers to observe the interactions of online community members. Online communities share common interests and allow its members to exchange information on its message boards. This ability to interact provides researchers with a wealth of information about the behavior of that community unobtrusively. To conduct a research using netnography, a researcher should understand the interpretive frameworks and philosophical assumptions of this method. There are different interpretive frameworks available to researcher: e.g. positivist, post-positivist, and pragmatic. According to the author, the researcher has the flexibility to “build his own vessel, stage his own show, and evaluate his own evaluations” (Kozinets, 2010) . This flexibility is similar to the pragmatic interpretive framework; it provides the researcher with a great degree of freedom to choose the data collection methods and analysis that most appropriate to his/her research. This research intends on investigating the benefits of using this new method as a marketing tool for small business owners and digital entrepreneurs.

Managers' risk perception - A multiple case study of projects of production internationalization

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Abstract

Companies operate in an environment characterized by more complexity and uncertainty. This uncertainty becomes more important in situations with new parameters to managers, as in the case of innovation activities and projects conducted in an international context. It creates more doubt about the success of the managerial decisions made and the actions adopted, which leaves more space for managers' risk perception. This perception can be different and influenced by many parameters, such as the manager personal profile, its attitude towards risks and its anterior experience. It can make companies engage less frequently into risky strategies, such as the ones involving internationalization activities. On the other hand, if risk perception related to a project is low, the manager in charge of this project would not adopt the appropriate business practices to control the risks that can be inherent to it.
Thus, knowing the influence of risk perception on the decisions of adopting risky projects as well as on the management of risks associated with these projects, it is essential to analyze the elements that can influence it and to observe the differences of perceptions among managers relative to risks their companies can face. In this paper, our objective is to analyze the influence of perception on the evaluation of risks inherent to projects of production internationalization that are adopted by Canadian companies in China. This kind of projects are known for being risky, since they are conducted in the context of an emergent country, which is not a familiar context, in general, for occidental managers adopting them. To reach our objective we use multiple cases study methodology, involving six Canadian manufacturing firms having chosen an outsourcing strategy in China. It is based on conducting interviews with two managers per firm in order to explore the influence of their personal perceptions. This study reveals that the risk perception is mainly influenced by the manager attitude toward risks, by its profile and background, its expertise in the field of the company activities, its experience with the evaluated risk, its feeling of control over it as well as its general opinion about the success and failure of the considered project.

The Impact of Organizational Culture on Adopting the Agile Method in Service Projects

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Abstract

The article will address one subject that most researchers hesitate or avoid tackling. Criticizing organizational culture and assessing its impact on important decisions is not a popular endeavor. The article highlights the impact of organizational culture on adopting the Agile Method in Service Projects. With the agility revolution in implementing project management, many organizations have shifted from the waterfall method - the traditional method - into the Agile Method. This kind of decision could not have happened without a new mentality in interacting with new practices. The article will show how some organizations selected the Agile Method in IT and software projects, and it will show how this can happen in service projects. In this article, *service projects* are categorized as any projects excluding IT, software, construction, and manufacturing projects. Business restructuring, marketing campaigns, advertising campaigns, total quality management, event management, logistics, etc., are the most common types of service projects.

The organizational culture not only affects the interaction between stakeholders within and outside of a firm but also influences other aspects of the enterprise such as productivity, teamwork, integration, and the overall performance of a project. According to Alvesson & Sveningsson (2015), an organizational culture shapes the firm's decision-making patterns and guides actions while driving the behaviors of all its members.

Therefore, this article will show the importance of adopting flexibility in the organizational culture in order to have less resistance to change, which can help organizations move from waterfall to the Agile Method.

Introduction

Modern enterprises are characterized with increasing need to quickly adapt to the rapidly changing market dynamics like consumer tastes and preferences. Additionally, continuous advancements in technology such as the availability of sophisticated software and computing capabilities present the need for organizations to adopt the right tools to attain success in their project implementation exercises. The implementation of change should be undertaken using appropriate methodologies to ensure that the operations in a project run smoothly. Waterfall and Agile are two methods that are being adopted by organizations in the implementation of software projects. While the waterfall method is associated with certain benefits such as ease of management, the approach is characterized by rigidity and hence most organizations are rapidly adopting Agile as part of their software project implementation strategy.

According to a 2015 *State of Agile Survey*, companies are increasingly embracing and scaling Agile as part of a vision to ensure faster, smarter, and easier delivery of software. About 94% of the surveyed enterprises were practicing Agile. The increase in the uptake of Agile is associated with the benefits that organizations realize in the adoption of the methodology. The 2017 *State of Agile Survey* report identifies some of the benefits of Agile as effective management of changing priorities, enhancement of project visibility, promotion of team productivity, alignment of business and information technology operations,

and increase in the delivery speed as well as shortening the time to market. Apart from the benefits, some of the reasons for adopting Agile include the facilitation of the success of the software project implementations. 98% of organizations are reported to have realized success from the implementation of Agile.

While there has been an increase in the adoption and practice of Agile, the 11th *State of Agile Survey* reports that more than 60% of teams out of the 94% who responded are applying agility on projects but are not following the standard Agile methodology. Similarly, the survey showed that the majority of respondents (80%) indicated that Agile was still at a 'maturing level' denoting a significant gap in the adoption of the methodology in organizations. The 11th *State of Agile Survey* therefore identifies growing opportunities. The implementation of the Agile methodology is affected by a number of organizational and external factors that may have significant impact on the transition from the waterfall approach. This article describes how organizational culture may contribute to the delay of the implementation of Agile.

Successful implementation of any project is affected by a host of factors. Organizational culture is one such aspect that determines whether a project implementation is successful or not. Driskill (2018) defines organizational culture as the underlying values, behaviors, and assumptions as well as the manner of interaction that leads to the creation of a unique social and psychological environment in an enterprise. The organizational culture not only affects the interaction between stakeholders within and outside of a firm but also influences other aspects of the enterprise such as productivity, teamwork and integration, and the overall performance of a project. According to Alvesson & Sveningsson (2015) an organizational culture shapes the firm's decision-making patterns and guide actions while driving the behaviors of all its members.

Organizational Culture and Decision-Making in Agile Adoption in Service Projects

Service projects are at the center of business operations as they entail the implementation of support systems for other functions in enterprises. For instance, human resource projects are critical for the acquisition of appropriate personnel and manpower for the accomplishment of the firms' objectives. Business consulting projects are critical for an increased access to the services lacking in the organization. Similarly, an enterprise can also offer consultation to other organizations at a fee and hence the need for reliable systems that can be used to effectively implement the desired functions. Sales and marketing campaigns require systems to implement functions such as order placements, scheduling, shipping, and invoicing. Quality management projects are critical for customer satisfaction due to the need of high standards of goods and services.

The implementation of Agile methods in service projects entails a significant decision-making process since the transition from the traditional waterfall approach leads to changes in the organization's daily operations. Some of the factors that characterize the evolution in service projects include changing consumer and stakeholder patterns as well as constant introduction of technologies that disrupt service delivery.

Organizational culture is a critical determinant of the decision-making processes in any organization. As a shared belief system, an organization's culture affects people's decisions and actions and hence influences whether firms adopt certain technologies. According to Jalal (2017), culture is the cornerstone for enhancing a competitive advantage as well as for adapting to the vital technologies for improving process efficiency. Consensus generation is a type of decision-making that is affected significantly by cultural

aspects and is effective in organizations where relevant stakeholders are involved in all actions that are undertaken. A multi-cultural environment can, for instance, hinder the decision-making process due to the possibility of clash and lack of understanding. Communication is consequently an important factor in ensuring that collaboration and a team spirit is established in the organization.

Enterprise Resource Planning (ERP) Projects Implementation through Agile Systems

Dezdar & Ainin (2012) uses the example of enterprise resource planning (ERP) adoption to describe the impact organizational culture has on the implementation of service projects. ERP implementation is used as a case in this article to describe the adoption of Agile in organizations. ERP has a wide range of applications in non-service projects due to the ability of software to streamline operations and hence improve efficiency and the productivity of teams. Organizations use ERP to collect, manage, interpret, and store data that are generated through the many business activities that involve non-service projects.

An organizational culture in which ERP implementation is likely to succeed is the one that is characterized by open systems, results, and employee-oriented approaches. Accordingly, Dezdar & Ainin (2012) emphasize the need for organizations to strategize the future of implementation towards the creation of the right atmosphere and cultural framework for the success of the projects. Similarly, Zaglago et al. (2013) assert that most software projects such as ERP represent a major cultural change in an organization. The cultural factors that may affect project implementation include a lack of preparedness and the associated difficulties. The implementation of ERP systems in organizations requires significant changes and large amounts of resources and are consequently associated with extensive considerations in decision-making processes (Sampietro & Isetta, 2019). The use of Agile for the implementation of ERP projects is further associated with various challenges such as the need to reconfigure toward effective operations of systems. ERP systems can be adopted for various applications like in supply chain management and logistic projects. Transitioning to Agile in the implementation of ERP projects is, however, important due to the complex nature of software as well as challenging dynamics in the environments in which businesses operate.

Organizational Culture and Change Management in Agile Implementation

Resistance to change is one of the most significant challenges in the transition from waterfall to Agile. Organizational culture affects the adoption of service projects due to the influence on change management. According to Raza & Waheed (2018) managing change is a critical element in the implementation of Agile methodology as a software project. The need to manage change is also based on the fact that people can act both as drivers of and hindrances to Agile transformation and development. An Agile project is characterized by enormous changes that require flexibility and adaptation. Changes are experienced in the Agile processes as well as in the transition from the Waterfall to Agile. Similarly, Gandomani et al. (2014) assert that the transition from waterfall to Agile is characterized by an extensive need to change the behavior and mindset of the people within an organization. An organizational culture in which resistance to change is prevalent does not favor the transition into Agile systems. Resistance to change occurs due to the fact that people are accustomed to status quo. Individuals may also fear the challenges that accompany the adoption of Agile systems as well as the possible complexities in the new roles (Gandomani & Nafchi, 2016). On the same note, employees may fear losing their jobs due to the uncertainties associated with the transition from waterfall to Agile. Some managers may also not be ready to have their powers decreased or allow their team members to be free or given more roles.

Accordingly, people's perception of Agile transition is the main source of resistance to change as members or managers may feel threatened about the adoption of the methodology (Gandomani & Nafchi, 2016). Other organizational factors and resistance to change elements that may hinder the implementation of Agile include incongruent group dynamics, non-reinforcing reward systems, and reluctance to breaking routines. Individuals may resist change in a culture where they do not foresee any reward that will arise from the implementation of a new system (Jones, 2013). Conformity to the existing group dynamics may further contribute to the resistance to any new changes that may challenge prevailing conditions. According to Chen, Ravichandar, & Proctor (2016) there is need for the development of new management practices that can be used in sustaining Agile development. Key among such new practices is the creation of an organizational culture in which members can easily adapt to change and be willing to pivot into the Agile methodology.

Changes in organizational culture drive the adoption of the Agile Method in service projects.

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Adopting the Agile Method in Service Projects

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Abstract

This article shines a light on the transition from Waterfall to the Agile Method. The Agile Method in Project Management was tailored to support the implementation of IT and software projects to consider input and feedback from the customer. Accepting changes using the Agile Method is acceptable in IT projects, but it is not workable using the Waterfall Method in service projects (Boehm, 2002).

This article will show that organizations can adopt the Agile Method in service projects as they shift through following a framework that consists of eight stages.

Keywords: Project Management, Waterfall, Agile, and Service Projects

How Can Organizations Shift from Waterfall to the Agile Method in Service Projects?

I. Introduction

In the world of project management, quality organization, control of every aspect of the project, good management, and great achievement are important. However, the most essential elements are good planning and good execution. There are two popular methods in managing projects, Waterfall and Agile. The Waterfall Method relies on sequential processing of certain tasks, while the Agile Method focuses on product delivery based on customer and end-user feedback. Accepting requests for change is a major difference between the two methods.

In the Waterfall Method, it is common that project managers refuse changes because it drastically affects the progress of project implementation. Based on the guide to Project Management Body of Knowledge (PMBOK guide) tasks are allocated following these five processes, Initiation, Planning, Executing, Monitoring & Controlling, and Closing. In Waterfall, moving to the next step requires completion of the previous task, where the output of one phase is the input of the following phase (Royce, 1970). Adjustment (going back and modifying) is difficult to implement and not welcome in Waterfall. So the waterfall method is likely to be unsuitable if requirements are not well understood/defined or are likely to change in the course of the project Petersen, Wohlin, and Baca, 2009)

However, the Agile Method was designed to fulfill the purposes of flexibility and change (Salo, & Abrahamsson, 2007). When 17 engineers met on February 11–13, 2001 at the Snowbird Ski Resort in the Wasatch mountains of Utah, they wanted to establish common ground that could help them manage projects through a better method. Their vision was to have a feature-driven method with pragmatic output that answered the need for flexibility and adaptability to feedback. They succeeded in putting together what is known as the Manifesto for Agile Software Development.

The Agile Method itself was not intended to be an unstructured method. It aimed to be a method that could adapt to change, accept feedback, and integrate adjustments throughout all phases of the project

(Liker, 2004). This revolutionary manifesto encouraged continuous communication between the customer and the project manager.

The first principle of the Agile Manifesto is to put customer satisfaction as the highest priority through early and continuous delivery of the product. Another principle of the Agile Manifesto is about keep paying continuous attention to technical excellence because good structure and planning enhance agility (Beck et al., 2001). This Manifesto created a new perspective on planning and execution for projects.

In IT and software development projects, good design and technical excellence require continuous communication between the project manager and all stakeholders. The intention of this communication is to collect feedback from end-users, input from customers, and recommendations from Subject Matter Experts (SMEs). Later during the implementation, the SMEs consider the tasks derived from this communication as their tasks or sprints to finish.

II. Managing Service Projects

Service Projects are defined as projects that support business-related outcomes, logistics management, marketing & advertising campaigns, quality management, event management, travel & tourism projects, consulting and many other projects not related to manufacturing, construction, or technology implementation. In general, managing service projects requires a lot of input from the customer in the early stages that helps identify a clear scope and project plan, knowing that in the later stages, customer feedback is less desirable for the project manager.

In the Waterfall Method, the project manager agrees with the customer on the project charter and the master project plan before starting the execution. This stage is essential in triggering the implementation based on the defined scope and expected deliverables. Once it is confirmed, then the communication between the customer and the project manager becomes exclusively about the progress of the project and the planned tasks.

In the Agile Method, communication between the project manager and the other stakeholders on the project, including the customer, is the fuel that helps the project get to its final destination. Following the Agile Method in IT and software projects, feedback and changes are always welcomed. Nevertheless, project managers in service projects have not readily implemented the Agile Method, thinking that it is difficult to consider all input and feedback from the customer.

III. Characteristics of the Agile Method

The Agile Method work best when the customer communicate in devoted mode with the development team, and when their implied knowledge is adequate for the full range of the implementation. Communication in the Agile Method is highly used through face-to-face interaction compared to the Waterfall Method that relies on documented records. This method risks the inferred knowledge shortages, which the waterfall method decrease by means of documentation and the utilization of the input of the SMEs (Boehm, 2002). Project management requires attentive planning, coordination, execution, monitoring and controlling (Unhelkar, 2004). This is highly considered in the waterfall method. However, The Agile Method puts more emphasis on getting the work done by the hierarchy of priority (Boehm 2002).

The Agile Method has better chances for success in a culture where stakeholders operate in a chaos setup. While in the Waterfall Method, following a structured and definite setup is the best environment to complete the project (Boehm & Turner, 2003)

Relying on the customer feedback is key for project execution and completion in the Agile Method. Therefore, feedback management is becoming a serious factor affecting customer experience and satisfaction. "Feedback management technologies will be the top investment in 2009 to improve the customer experience ... in both a down economy where retention is key and a buoyant economy where growth is desired, customer experience remains a critical factor." (Davies 2008). The Waterfall Method main concern is to stabilize the scope of work and follow the desired plan as it is designed with minimum adjustment. In the Waterfall Method, the customer feedback is an infliction, which is not welcome.

Some of these characteristics are hardcore for project managers. Where, implementing the Agile Method in service projects becomes a challenge when it is driven by customer feedback. Modification and adjustment on the plan are not highly desirable in service projects (Weisert, 2003). At the same time, implementing the Waterfall Method is more common and systematic in service projects. Where, the scope of the project is clear and defined following a stable plan.

IV. Using the Agile Method in service projects

A study has shown that it is possible to use the Agile Method in service projects. Collecting feedback, input, and requests for change are not the reasons why organizations do not use the Agile Method in service projects. It is a management decision due to organizational culture, resistance to change, and lack of experience. The study also showed that 90.7% of project managers surveyed answered, “Yes” to the question, “Do you think organizations can implement the Agile Method in service projects?” By studying the core similarities between software and service projects, project managers found that the Agile Method can be implemented in service projects if organizations change their culture. This means that organizations have to follow a certain process, or framework, to shift from the Waterfall Method to a more effective and efficient method—Agile.

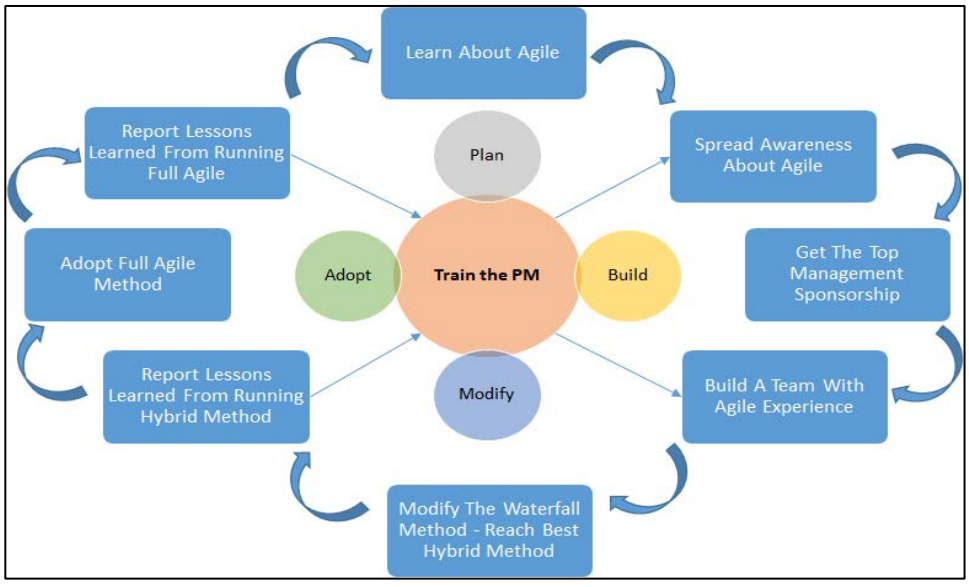

Fig. 1: From The Waterfall to the Agile Method Framework

The framework of shifting to the Agile Method in service projects consists of eight stages. The first stage is for the customer and the project manager to educate themselves about the different techniques used in the Agile Method such as Scrum, Extreme Programming, Crystal, Dynamic Systems Development Method, Feature-Driven Development, and other known methods. The second stage is spreading awareness about the Agile Method, which informs the third stage of getting top management sponsorship. The fourth stage is to assign an expert Agile Method project manager to build a team with Agile Method experience and skills. In stage five, the project manager develops a hybrid method that integrates Waterfall and Agile principles. This can be attained by considering customer change requests and integrating these requests in the execution plan. Repeating this process will lead to discovering the best practice. In stage six, the team regularly reports lessons learned from running the hybrid method used. The purpose of reporting lessons learned is to improve the hybrid method to the point where the full Agile Method can be adopted in stage seven. In stage eight, the project manager and stakeholders report lessons learned specific to the adoption of the new, full Agile Method to assure its reliability and effectiveness.

For an organization to shift from the Waterfall to the Agile Method, the process could be long, requiring patience and perseverance. However, if the primary concern is to assure customer satisfaction, then the path toward adoption will be worth it!

V. Conclusion

Applying the Agile Method was exclusively used in IT & Software project. IT is known by its effectiveness in considering the customer feedback and its flexibility to modify the plan based on priority of needs. The Waterfall Method is the traditional method used to identity the project scope, freeze the requirements, design the plan, and execute following the plan only. The Waterfall Method was the commonly used method to implement service projects. However, considering implementing the Agile Method in service projects was not an option, until a research came with six phases for the transition from the Waterfall into the Agile Method.

The publication had shown that training the customer and the project manager is the foundational aspect needed to launch the transition process. Then, it highlighted the importance of spreading awareness among the organization. As organizational culture is driven by knowledge, and it affects the decision-making of which methodology to use in managing projects. After that, getting the top management support. Then the fourth phase is to assign an Agile Method expert to form a team than can lead this transition. Fifth, developing and implementing a hybrid usage of the Agile and the Waterfall method in a way where feedback is welcome and modification is acceptable. Sixth, stakeholders to report lessons learned in order to put the foundations of a best practice which would be used later in stage seven. Last phase, is reviewing and improving the existing practice based on the lessons learned related to the implementation techniques of the designed best practice.

Implementing the Agile Method in service projects is doable through considering and improving the method not through ignoring it.

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