Financial Performance Analysis of one of the leading Indian Sanskrit Universities - Rashtriya Sanskrit Vidyapeetha (RSVP), Tirupati

V.G. Siva Sankar Reddy and Dr. P. Raghunadha Reddy

Abstract:
Purpose of this Study:

The present study analyses the financial performance of an Indian Sanskrit University whose main objective is to promote the Cultural Renaissance of the ancient Indian civilisation, in order to understand the limitations of financial metrics in evaluating the socio-cultural outcomes expected from the non-commercial Service sector.

Methodology:

The motivation for this study is the 2017 article published in the Journal of Competitiveness, titled, "Financial Performance Determinants of Organisations" by Boyara, University of Debrecan, Hungary (Vol 9/Issue 3/ Sep 2017). The major finding of this study is that Asset Structure is insignificant in determining the financial performance of the Service sector.

This study on the financial performance has been based on the Annual Reports of the RSVP over the 10 year period ending 31.03.2019. The trends in Total Income (R), Total Expenditure (Z), Total Asset-base (A) and Fixed Asset-base (F) have been plotted using the Linear model. The significance of the Regression coefficients were tested using the F-values.

Main Findings of this Study:

a) The slope 'b1' (regression coefficient) of the trend-line for Fixed-assets was 'Not' significant and therefore the correlation coefficient (r) between the Fixed asset base (F) and the Excess of Income over Expenditure $\{\Pi= (R-Z)\}$ has been calculated. The correlation coefficient was very close to zero, thereby indicating that the fixed asset base has an 'insignificant' impact on the financial performance of the Sanskrit University. This has partially validated the findings of the earlier study referred above.

*Research Scholar, Department of Management Studies, Sri Venkateswara University,

 ** Professor and Head, Department of Management Studies, S.V. University, Tirupati

b) Financial Performance yard-sticks, by themselves, are inadequate to guide the policy-makers in evaluating the organizations working on the Socio-cultural objectives.

Practical Applications of this Study:

The Policy-makers would be encouraged to look beyond the conventional financial metrics for evaluating the 'non-financial' outcomes expected from the Socio-cultural organizations.

New Insights / Original ideas emanating from this Study:

I. INTRODUCTION:

About the Organisation RSVP (Rashtriya Sanskrit VidhyaPeetha, Tirupati): This is one of the reputed Indian Sanskrit Universities which is working towards the broader cultural objectives of the nation. It has been recognised as a centre of Excellence in the field of Traditional Sastras that hold testimony to the richness of the ancient Indian culture and tradition. A large number of research projects were initiated to preserve the ancient manuscripts and decipher their contents with the help of scholars possessing knowledge about the ancient scripts and their interpretation. The University also encourages the use of modern technology to facilitate the researchers.

This University was established in the famous pilgrim town (Tirupati) in the Indian state of Andhra Pradesh in the year 1961. Since then, this organisation has grown from a modest Sanskrit institution to attain the status of a full-fledged university which offers courses in several Sanskrit and allied disciplines across a spectrum of courses commencing from undergraduate to post-doctoral level. This is a NAAC (National Assessment and Accreditation Council) rated institution and has been ranked as the best among the Indian Sanskrit universities by the committee appointed by the Ministry of Human Resources. The Government of Orissa has established the Orissa chair to facilitate the research into the cultural heritage of India.

The Spirituality in India had been guiding the socio-cultural lifestyle of the citizens of this country until the establishment of the foreign rule. The ideological orientation of the foreign rules had gradually impacted the socio-cultural value systems of the native citizens and gave way to forced socio-cultural transformation across several centuries of subjugation. However, the restoration of self-rule in the 1940s has not automatically revived the cultural glory of the ancient civilisation as some of the socio-cultural transformations were irreversible.

The present day world has started realising the limitations of the materialistically driven lifestyles in view of the impending environmental disasters likely to result therefrom. As a result, some of the researchers have been advocating the use of environment friendly methods such as natural farming (that avoids the use of chemical fertilisers and pesticides) and a switch over to renewable energy sources for achieving the sustainable goals. In this context, the ancient world civilisations could provide a valuable guidance as the socio-cultural progress of the early period's maintained harmony with the nature. For instance, Germany is the major western republic that has been working on the Sanskrit literature to gain valuable insights into the ancient Indian civilisation.

The present Indian government has identified the need for the country to reflect upon its ancient wisdom in order to address some of the problems faced by the present day citizens. In this regard, it may be noted that the medical practices of the ancient Indian civilisation applied the causal linkages that were intrinsically different from the causal linkages adopted by modern medical practitioners. The seemingly simplistic 'pancha-boothas' (the five prime elements) concept of matter as opposed to the periodic table analysis of elements makes the ancient indian medicine more 'nature-friendly'. In other words, the modern societies are gradually drifting towards ancient knowledge in their quest for solutions to their current predicaments. Thus, the Sanskrit universities could make valuable contributions in understanding the ancient practices.

II. LITERATURE REVIEW

Current state of research on Financial Performance Analysis and its linkages to Organisational effectiveness:

The main purpose of financial performance analysis, traditionally, has been limited to ensuring that the interests of the owners are safeguarded and their wealth is maximised. Any standard text would mention this point as the 'Shareholder Wealth Maximisation' goal of Finance. However, several changes have taken place in the way societies view organisations and their collaborative impact on socio-economic cultural environment in which they operate. Further, as the number of organisations with socio-cultural objectives

increase, it becomes imperative for management professionals to bring about the appropriate modifications in the performance metrics so as to improve the quality of performance evaluation in tune with the complex goals set for the organisations. The present study is about a Sanskrit University whose objectives are largely 'non-commercial' and therefore, some of the following related articles were examined in this context so as to get some useful insights.

• "Financial Performance Determinants of Organizations" Bayara, University of Debrecen, Hungary – published in Journal of Competitiveness, Vol9/Issue3/2017.

• "Corporate Purpose and Firm Performance", Andrea Prat, Columbia University and George Seraseim, Harvard Business School, Working Paper 17-023/2016.

• "A Study on the Financial Performance of select IT and IteS companies listed on NSE, India" by Roopa T.N and Chaya Devi, H.B, Bharatiar University, Coimbatore published in International Journal of Latest Engineering and Management Research Vol2/Issue11/2017

• "Towards a Subjective Measurement Model of Firm Performance" by Juliana Santos and LuizBrito, Lancaster University, UK, published in the Brazilian Administration Review, Vol9/Spl Issue/2012.

Some of the above studies have suggested that there is a need to look beyond the Financial Performance parameters in order to assess the effectiveness of organisational performance. Such an approach becomes more relevant in the context of organisations having 'Socio-cultural' objectives.

III. RESEARCH METHODOLOGY:

The present study has the following objectives.

• To analyse the changes in the annual Income, Expenditure and Asset-base of the University with reference to the Time-axis so as to identify the Trends in these parameters.

• To ascertain the significance of the Regression coefficients determining the Trend equations.

• To evaluate the effect of changes in Asset-base on the Annual Profits of the University to examine the relative impact of the Fixed Asset-base on the Annual Profits.

As this study has been confined to a single organisation and its financial performance indicators, the analysis has been entirely based on Secondary Data collected from the University's Annual Reports over the 10 year period ending 31.03.2019. The financial parameters have been analysed using the basic statistical measures to identify the causal relationships amongst the major parameters.

For the convenience of the readers, the details of the financial data and the mechanics of computation has been relegated to the Appendix and so the body of the article presents the summary of the Trend equations as well as the other important statistical measures that support the inferences drawn from this study.

IV. DATA ANALYSIS:

The details of the Financial Performance Analysis are included in the Appendix and the summary of the findings are presented below. The entire data is contained in eight tables bearing the headings Table 0 to Table 7 and the main points are included under this section.

a) Table 0 presents an extract of the 10 year Annual Reports of the University. The details of Income (R), Expenditure (Z) and Asset-base (A) are stated in money terms as INR (Rs.Lakhs).

Table – T0 10-year Financial Summary of RastriyaVidyapeetha, Tirupati									Apr 2009 – Mar 2019	
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
1. Fixed Assets	1143.13	1714.94	1714.46	1253.55	1378.9	1516.79	1668.47	1545.54	1563.22	1582.03
2.Investments	724	613.53	1558.48	1129.56	1242.52	1366.77	1503.45	1532.59	1674.18	1968.68
3.Current Assets	1770.31	2344.04	2966.87	4051.7	4023.89	3915.25	3858.34	4818.61	6347.07	6385.35
4.Others	0	0	0	0	0	0	0	0	0	0
5.Total Assets	3637.44	4672.51	6239.81	6434.81	6645.31	6798.81	7030.26	7896.74	9584.47	9936.06

6.Academic Income	8.73	11.49	14.7	188.59	207.45	228.2	251.02	264.6	456.22	330.61
7.Grants	1456.25	1819.07	2549.67	1796.49	1976.14	2173.75	2391.12	2690.8	3192.74	4720
8.Other	31.23	40.16	53.54	683.68	570.84	410.5	203.52	224.18	150.53	338.42
9.Total Income	1496.21	1870.72	2617.91	2668.76	2754.43	2812.45	2845.66	3179.58	3799.49	5389.03
10.Establishment expenses	646.26	918.15	1020.63	1254.15	1379.56	1517.52	1669.27	1931.23	1870.59	2919.28
11.Academic Expenses				207.78	228.56	251.42	276.56	318.31	253.76	297.87
12.Administrative Expenses	212.06	333.64	302.53	233.96	258.75	284.62	313.08	233.94	304.09	312.09
13.others	113.3	166	173.92	0	172.61	189.87	227.94	389.34	380.54	573.64
14.Total Expenditure	971.62	1417.79	1497.08	1695.89	2039.48	2243.43	2486.85	2872.82	2808.98	4102.88

b) Table 1 gives the details of Annual Income(R), Expenditure (Z) and Asset-base (A) year-wise to calculate the 10year average and the CAGR (compound annual growth rate). The 10 year average for R=2943.42; Z=2213.68 and A=6887.62. Further, g(R)=15.3%; g(Z)=17.36% and g(A)=11.81% which are the annual growth rates.

10 year Trend Analysis – Total Income			Total Expenditure			Asset Base			
year	Total Income Rs in Lakhs	Growth rate – Y on Y (%)	year	Total Expenditure Rs in Lakhs	Growth rate – Y on Y (%)	year	Asset Base Rs. Lakhs	Growth rate – Y on Y (%)	Fixed Assets Rs. Lakhs
2009-10	1496.21	25.03	2009-10	971.62	45.92	2009-10	3637.44	28.46	1143.13
2010-11	1870.72	39.94	2010-11	1417.79	5.59	2010-11	4672.51	33.54	1714.94
2011-12	2617.91	1.94	2011-12	1497.08	13.28	2011-12	6239.81	3.13	1714.46
2012-13	2668.76	3.21	2012-13	1695.89	20.26	2012-13	6434.81	3.27	1253.55
2013-14	2754.43	2.11	2013-14	2039.48	10	2013-14	6645.31	2.31	1378.9
2014-15	2812.45	1.18	2014-15	2243.43	10.85	2014-15	6798.81	3.4	1516.79
2015-16	2845.66	11.73	2015-16	2486.85	15.52	2015-16	7030.26	12.33	1668.47
2016-17	3179.58	19.5	2016-17	2872.82	-2.22	2016-17	7896.74	21.37	1545.54
2017-18	3799.49	41.84	2017-18	2808.98	46.06	2017-18	9584.47	3.67	1563.22
2018-19	5389.03	-	2018-19	4102.88		2018-19	9936.06		1582.03
Average Annual Growth (%)	16.28			18.36			12.39		
CAGR (Compound Average Growth rate - %age)	15.3			17.36			11.81
Mean Income	2943.424		Mean Exp	2213.682	Mean Asset	6887.622		

c) Table 2 fits the linear function for Income (R) as a function of 'T' the time in years such that T=1 for the year 2009-10 and so on. The Regression coefficient 'b1'=314.75 which is found to be significant based on the F-test where F-critical = 3.46 (degrees of freedom-(1,8)).

The linear equation is of the form, R=b0+b1*T where bo=Rs.1212.30 lakhs and b1=Rs.314.75lakhs per year.

year (T)	'R' is a Linear function of 'T' R = b0+b1*T (for T= 1 to 10) Income = (R)	Deviations R – μ(R)	where 'R' = Income Deviations T-μ(T)	Deviation^2 (T-μ(T))^2	Cov (R,T) (R-μ(R)*(T-μ(T)	R=f(T) linearfunctn.	Error^2 = (f(T)-R)^2 mse	(f(T)-μ(R))^2 msr=ssr/df
1	1496.21	-1447.21	-4.5	20.25	6512.463	1527.05	951	2006103.98
2	1870.72	-1072.7	-3.5	12.25	3754.464	1841.8	836	1213566.62
3	2617.91	-325.514	-2.5	6.25	813.785	2156.55	212853	619164.397
4	2668.76	-274.664	-1.5	2.25	411.996	2471.3	38990	222897.294
5	2754.43	-188.994	-0.5	0.25	94.497	2786.05	1000	24765.3169
6	2812.45	-130.974	0.5	0.25	-65.487	3100.8	83146	24768.4644
7	2845.66	-97.764	1.5	2.25	-146.646	3415.55	324775	222906.737
8	3179.58	236.156	2.5	6.25	590.39	3730.3	303293	619180.134
9	3799.49	856.066	3.5	12.25	2996.231	4045.05	60300	1213588.66
10	5389.03	2445.61	4.5	20.25	11005.227	4359.8	1059314	2006132.3

Mean T - μ(T)	5.5				Cov (R,T)=	2596.692		
Mean R - μ(R)	2943.424		Variance-T=	8.25		MSE / Mean Squared Err.	260682.25	8173073.91
			Std. Dev-T=	2.87			d.f =10-2=8	d.f =1
	'b1=Cov(R,T)/Variance T =		314.7505					
	'b0= μ(R)-b1*μ(T) =		1212.29625					

Column notes in right margin: F=MSR/MSE ; 31.352629 ; F-critical (1,8) ; '(α – 0.10) ; 3.4579

d) Table 3 fits the linear function for Expenditure (Z). The Regression coefficient 'b1'=287.12 which is found to be significant.

The linear equation is of the form, Z=b0+b1*T where b0=Rs 634.51 lakhs and b1=Rs 287.12 lakhs

'Z' is a Linear	where Z is the Expenditure

year (T)	function of 'T' Z = b0+b1*T (for T= 1 to 10) Expenditure= '=Z	Deviations Z-μ(Z)	Deviations T-μ(T)	Deviation^2 (T-μ(T))^2	Cov (Z,T) dev(Z)*dev(T)	linearfunctn. Z=g(T)	mse (g(T)-Z)^2 mse	msr=ssr/df (g(T)-μ(Z))^2 msr=ssr/df	
1	971.62	-1242.06	-4.5	20.25	5589.279	921.63	2499.0001	1669398.37	
2	1417.79	-795.892	-3.5	12.25	2785.622	1208.75	43697.7216	1009888.32	
3	1497.08	-716.602	-2.5	6.25	1791.505	1495.88	1.44	515239.711	
4	1695.89	-517.792	-1.5	2.25	776.688	1783	7588.1521	185486.985	
5	2039.48	-174.202	-0.5	0.25	87.101	2070.12	938.8096	20610.0478	
6	2243.43	29.748	0.5	0.25	14.874	2357.24	12952.7161	20608.8994	F=MSR/MSE 87.7130442
7	2486.85	273.168	1.5	2.25	409.752	2644.37	24812.5504	185492.153	
8	2872.82	659.138	2.5	6.25	1647.845	2931.49	3442.1689	515248.325	
9	2808.98	595.298	3.5	12.25	2083.543	3218.61	167796.7369	1009880.29	F-critical (1,8) '(α – 0.10)
10	4102.88	1889.2	4.5	20.25	8501.391	3505.73	356588.1225	1669388.03	
Mean T - μ(T) 5.5					Cov (Z,T)= 2368.76				3.4579
Mean Z - μ(Z) 2213.682		Variance-T= 8.25			MSE / Mean Squared Err.	77539.6777	6801241.14	77540	6801241
		Std. Dev-T= 2.87			d.f =10-2=8		d.f =1		
'b1=Cov(Z,T)/Variance T = 287.1224									
'b0=μ(Z)-b1*μ(T) = 634.5088									

e) Table 4 fits the linear function for Asset-base (A) or Total of Fixed and non-fixed Assets. The Regression coefficient 'b1'=613.92 which is found to be significant.
The linear equation is of the form, A=b0+b1*T where b0= Rs 3511.10 lakhs and b1= Rs 613.92 lakhs.

year (T)	Linear Function of Asset	mse	msr=ssr/df

	base(A) with' T' as the independent variable								
	'=A	A-μ(A)	T-μ(T)	(T-μ(T))^2	dev(A)*dev(T)	A=h(T)	(h(T)-A)^2	(h(T)-μ(A))^2	
1	3637.44	3250.18	-4.5	20.25	14625.819	4125.01	237724.5049	7632025.06	
2	4672.51	2215.11	-3.5	12.25	7752.892	4738.93	4411.6164	4616877.31	
3	6239.81	647.812	-2.5	6.25	1619.53	5352.84	786715.7809	2355555.79	
4	6434.81	452.812	-1.5	2.25	679.218	5966.76	219070.8025	847986.823	
5	6645.31	242.312	-0.5	0.25	121.156	6580.67	4178.3296	94219.5303	
6	6798.81	-88.812	0.5	0.25	-44.406	7194.58	156633.8929	94223.2138	F=MSR/MSE
7	7030.26	142.638	1.5	2.25	213.957	7808.5	605657.4976	848016.291	93.0638911
8	7896.74	1009.12	2.5	6.25	2522.795	8422.41	276328.9489	2355574.2	
9	9584.47	2696.85	3.5	12.25	9438.968	9036.33	300457.4596	4616946.07	F-critical (1,8)
10	9936.06	3048.44	4.5	20.25	13717.971	9650.24	81693.0724	7632058.21	'(α – 0.10)
Mean T-μ(T)	5.5			Cov (A,T)=	5064.79	6887.63			3.4579
Mean A-μ(A)	6887.62		Variance-T=	8.25		MSE / Mean Square d Err.	334108.988 2	31093482.5	
			Std. Dev-T=	2.87			d.f =10-2=8	d.f =1	
'b1=Cov(Z,T)/Variance T =			613.9139						
'b0=μ(A)-b1*μ(T) =			3511.09555						

f) Table 5 fits the linear function of Fixed Asset-base (F). The Regression coefficient 'b1' is found to be 'Not' significant as the F- value calculated is less than F-critical. Hence, the Null hypothesis that b1=0 is Accepted.

The linear equation is 'not' valid because the regression coefficient is 'insignificant' and therefore there is 'No' discernible trend in the year to year changes in the Fixed Assets.

	Linear Function of Fixed Asset base(F) with' T' as the independent variable where								
							mse	msr=ssr/df	
year(T)	'= F	'F-μ(F)	T-μ(T)	(T-μ(T))^2	dv(A)*dev(T)	F=p(T)	(p(T)-F)^2	(p(T)-μ(F))^2	
1	1143.13	-364.973	-4.5	20.25	1642.3785	1414.6	73728.5409	8731.5942	F=MSR/MS

year	F	dev(A)	dev(T)	(dev(T))²	dev(A)·dev(T)	Fitted	(F−Fitted)²	(Fitted−μ)²	E
						...6			E
2	1714.94	206.837	-3.5	12.25	-723.9295	1435.43	78125.8401	5281.36493	0.9478403
3	1714.46	206.357	-2.5	6.25	-515.8925	1456.19	66703.3929	2694.95957	F-critical (1,8)
4	1253.55	-254.553	-1.5	2.25	381.8295	1476.95	49907.56	970.509409	3.4579
5	1378.9	-129.203	-0.5	0.25	64.6015	1497.72	14118.1924	107.806689	The Null
6	1516.79	8.687	0.5	0.25	4.3435	1518.48	2.8561	107.682129	Hypothesis is
7	1668.47	160.367	1.5	2.25	240.5505	1539.24	16700.3929	969.512769	Accepted
8	1545.54	37.437	2.5	6.25	93.5925	1560	209.0916	2693.29861	'b1' the regression
9	1563.22	55.117	3.5	12.25	192.9095	1580.77	308.0025	5280.49289	Coefficient =0
10	1582.03	73.927	4.5	20.25	332.6715	1601.53	380.25	8728.60433	

Mean T - μ(T)   5.5
Cov (A,T)=   171.3055

Mean F - μ(F)   1508.103
Variance-T=   8.25   37523.01493   35565.8256
Std. Dev-T=   2.87   d.f =10-2=8   d.f =1

'b1=Cov(Z,T)/Variance T =   20.7643
'b0=μ(A)-b1*μ(T) =   1393.89935

g) Table 6 calculates the correlation coefficient 'r' between the Fixed Asset-base (F) and the excess of income over expenditure (R-Z). The 'r' value is 0.029 which indicates a near 'Zero' correlation. Hence, it is inferred that the Fixed Asset-base is no major effect on profits.

Calculation of Correlation coefficient (r) between the Fixed-asset base (F) and Excess of Income over Expenditure (R-Z) or 'Π'

year	Fixed-assets '= F	Inc-Exp or Π=(R-Z)	dev(F) (F -μ(F))	dev(Π) (Π -μ(Π))	(dev(F))^2 Var (F)	(dev(Π))^2 Var(Π)	dev(F)*dev(Π) covar (F,Π)
1	1143.13	524.59	-364.973	-205.152	133205.2907	42087.343	74874.9409
2	1714.94	452.93	206.837	-276.812	42781.54457	76624.883	-57254.96364
3	1714.46	1120.83	206.357	391.088	42583.21145	152949.82	80703.74642
4	1253.55	972.87	-254.553	243.128	64797.22981	59111.224	-61888.96178
5	1378.9	714.95	-129.203	-14.792	16693.41521	218.80326	1911.170776
6	1516.79	569.02	8.687	-160.722	75.463969	25831.561	-1396.192014
7	1668.47	358.81	160.367	-370.932	25717.57469	137590.55	-59485.25204

8	1545.54	306.76	37.437	-422.982	1401.528969	178913.77	-15835.17713
9	1563.22	990.51	55.117	260.768	3037.883689	67999.95	14372.74986
10	1582.03	1286.15	73.927	556.408	5465.201329	309589.86	41133.57422
						Cov.(F,Π)=	1713.563554

Mean F - μ(F)	1508.103		Var (Π)=	105091.78
Mean Π -μ(Π)	729.742		Std.Dev(Π)=	324.18
		Var(F)=	33575.83444	
		Std.Dev(F)=	183.24	

'r' =cov(F,Π)/(S.D(F)*S.D(Π))

'0.029 approx.   0.0288465

(indicates that there is 'NO' correlation)

h) Table 7 shows that the correlation coefficient 'r' between the Asset-base (total assets) and the excess of income over expenditure (R-Z) is 0.48 indicating a fair degree of positive correlation between the two parameters.

Correlation bet. Asset-base (A) & Income-Expenditure)		(Π)		
(A -μ(A))	(Π -μ(Π))	Var (A)	Var(Π)	covar (A,Π)
-3250.182	-205.152	10563683.03	42087.343	666781.3377
-2215.112	-276.812	4906721.173	76624.883	613169.5829
-647.812	391.088	419660.3873	152949.82	-253351.4995
-452.812	243.128	205038.7073	59111.224	-110091.2759
-242.312	-14.792	58715.10534	218.80326	3584.279104
-88.812	-160.722	7887.571344	25831.561	14274.04226
142.638	-370.932	20345.59904	137590.55	-52908.99862
1009.118	-422.982	1018319.138	178913.77	-426838.7499
2696.848	260.768	7272989.135	67999.95	703251.6593
3048.438	556.408	9292974.24	309589.86	1696175.291
			Cov.(A,Π)=	285404.5668
		Var (Π)=	105091.78	
		Std.Dev(Π)=	324.18	
	Var(A)=	3376633.409		
	Std.Dev(A)=	1837.56		

'r' =cov(A,Π)/(S.D(A)*S.D(Π))

'0.48 approx.   0.4791077

V. DISCUSSION AND CONCLUSIONS:

The data-base for the analysis presented in this article is presented in Table-0; the other tables have been derived from this table through mathematical/statistical computations. The tables T-1, T-2 and T-3 form the analysis for gaining an insight into the 10-year trends in the Income, Expenditure and the Asset-base of the organisation which is essentially the 1st objective of this study.. The 10year Average income is Rs.2943.42 lakhs which shows an average annual increase of Rs.314.75 lakhs which is also called the Beta slope of the Income trend line. Similarly, the Average Expenditure is Rs 2213.68 lakhs and the slope of Expenditure Trend line is Rs 287.12 lakhs. Likewise, the Average Asset-base is Rs 6887.62 lakhs and the slope of the Asset-base Trend line

is Rs 613.91 lakhs.

The 2nd objective is to statistically test the Beta slopes of the trend lines, in order to determine the strength of the 'Time-dependent' variation of each of the three parameters, Income, Expenditure and Asset-base. The Tables T-4, T-5 and T-6 form the basis for our finding that the Beta slope in respect of Asset-base is Not significance and hence the Trend-line derived for the Asset-base has a weak 'Time-dependence. However, the other two parameters (Income and Expenditure) are found to have significant Beta slopes.

The 3rd objective is to ascertain the relationship between the Fixed-asset base and Profitability as well as the correlation between Asset-base and the Profitability. While there is a near 'Zero' correlation between the Fixed asset base and profitability, the Regression coefficient between the Asset base and Profitability is +0.48 which suggests a fair degree of positive relationship between the two.

Based on the above analysis, it has been confirmed that the Fixed-asset base has negligible impact on the profits of the Sanskrit University. More-over, as Universities are essentially service-based organizations, the quantum of Fixed Assets employed does not significantly impact its performance. However, the quantum of the Total Asset-base has a moderately positive impact on the profitability of the Sanskrit University.

The Government policy towards Sanskrit Universities in India is a little different from that of the other universities as the Government considers the Sanskrit Universities as key players in the preservation of India's tradition and culture. Therefore, the Sanskrit universities have undertaken many Research projects which qualify for adequate cash-inflows in the form of Government Grants are not linked to the regular academic programmes run by the University. In contrast, most of the other Public universities are encouraged to become 'self-supporting'. Thus, the research projects undertaken by the Sanskrit Universities cannot be treated on par with commercial activities.

In view of the above, the Financial Performance measures alone are, by themselves, not adequate to evaluate the effectiveness of the Sanskrit universities. However, the findings presented in the earlier section lead us to the following broad conclusions.

• There is a discernible positive trend in all the three broad financial parameters (R,Z and A) over the 10 year period ending 31.03.2019. While the Slope of the Trend line (b1) in respect of the Asset-base is highest at 613.92, it is lowest in respect of Expenditure at 287.12.

• There is a positive slope differential {b1(R)-b1(Z)} which is +27.63 between 'R' and 'Z' pointing to a positive trend in profits over the 10 year period.

• The positive trend depicted by the linear regression function for Fixed Asset-base is found to be 'Not' significant which only confirms the findings of the similar studies in respect of the Services sector. In other words, when the basic fixed asset infrastructure is established, the further additions to fixed-asset base may be mainly in the form of renovation of old assets which may be a minor fraction of the Fixed Asset-base.

VI. SUGGESTIONS:

The Suggestions do not directly flow out of the Financial Analysis because of the limitations of the Financial Metrics in guiding the 'not for profit' organisations in their 'Socio-cultural' endeavours. The Government, being the owner of the Sanskrit universities, should evolve mechanisms to evaluate the performance of the universities vis-a-vis the Socio-cultural objectives that these universities are expected to accomplish. Recently, the RSVP, Tirupati has been elevated to the status of a Central University, based on the outstanding achievements of this organisation in the field of Research into the 'nuances' of the ancient Vedic Knowledge.

At present, the Government's evaluation approach is a more simplistic one that involves a 'Budget vs. Actual' comparison. However, the parametric goal-set for Socio-cultural organisations should include 'quantifiable' metrics to evaluate the achievement levels on the 'socio-cultural' objectives. For this purpose, the Government may encourage the NAAC (National Assessment and Accreditation Council) to design 'innovative' evaluation metrics to promote the Socio-cultural goal-seeking endeavours amongst the Sanskrit Universities.

Further, the Government may encourage the learned intellectuals working in the Universities (and specifically in the Sanskrit Universities) to develop 'Self-regulation' and 'Self-assessment' skills amongst its staff in order to achieve 'excellence' in their socio-cultural and knowledge-building endeavours.

Thus, the need for quantification of relatively 'subjective' phenomena opens up Research Avenues involving a great deal of inter-disciplinary co-operation in designing the

Performance-metrics suitable for organisations pursuing Socio-cultural goals.

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