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Make In India Programme – Problems And Perspectives

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ABSTRACT:

Prime Minister Narendra Modi has launched the concept of Make in India on 25th September 2014. This is especially for economic growth of the country. This is the dream concept of present central govt. in general and Prime Minister Narendra Modei in special. This scheme was launched by the Prime Minister Narendra Modi in the workshop organized by the Department of Industrial Policy and Promotion.

In the area of health and tourism sector and the food processing industries the Govt. can attract FDI. In the education sector, there is scope for increasing number of foreign students to earn foreign exchange. The promotion in the Road construction, Rail development. Suggestions: a) Recognize the strength of Indian Economy and concentrate in the areas where we are strong (Agri. IT & Service sector. Removing the drawbacks of the industrial policies. b) Setting up of new industrial units and industrial areas in Indian Rural sector. c) Need base education Make in India initiative of the Govt. is to change the growth dynamics of the economy. Nearly 2 decades of economic liberalization, coupled with huge domestic demand, a growing middle class, a you population and high return on Investment make India a incredible Investment destination.

Keywords: FDI, Skill enhancement, MNCs, gwptj duma,ocs

Introduction

Prime Minister Narendra Modi has launched the concept of Make in India on 25th September 2014. This is especially for economic growth of the country. This is the dream concept of present central govt. in general and Prime Minister Narendra Modei in special. This scheme was launched by the Prime Minister Narendra Modi in the workshop organized by the Department of Industrial Policy and Promotion. This workshop was attended by his cabinet colleagues, Chief Secretaries of states and various leaders from Industrial sector. This is to ensure economic growth. The Mission statement while launching the Make in India concept was **"Promoting foreign investment in India in a focused, comprehensive and structural manner while acting as a first Entrance point to provide quality input and support services to the prospective foreign investors".** This was stated as the mission to attract FDI in Indian economy, in order to acquire economic growth. The Managing Director of IMF Christine Langarde stated that **"In the cloudy global horizon India is a bright spot".** This shows the potentiality of the Indian market and Economy. Ratan Tata, the Chairman Emirates, of Tata Sons says that "There is a great deal of hope in the inspirational leadership and we are all optimistic that the country will move forward. There is a positive sentiment of the people, a belief in new India". This has shown the belief of the Indian people and Indian society at large. The Govt. of India is planning to tap the best human resources available in the nation and to exploit the same for economic growth. Many areas are existing in Indian economy which are neglected or ignored in economic growth , especially because of lack of capital. Accordingly Make in India will attract FDI in all requisite sectors of economy to develop the industrial environment. The FDI is the welcome step in infrastructural development. Hence Prime Minister Narendra Modi has stated that the present industrial and services sector eye shall from "Profit to Progress, friendship to partnership" calling the world of Make in India".

Why Make in India?

1. Focus is being on various aspects such as Job creation and skill enhancement in various sectors of economy, specially chemicals, IT, pharmaceuticals, renewable energy, weaving, bio technology and electronics. About 25 areas are to be taken into creation in order to implement the concept of Make in India.
2. Such initiatives in various sectors aim at increasing the GDP growth and Tax Revenue of the country. From the date of launching of the concept of the Make in India initiative the GDP has increased along with increase in tax revenue. The statistics exhibit the positive result of this aspect of the GDP growth and tax revenue of the country.
3. The initiative of Make in India is expected to attract the FDI for capital investment purposes and the technological investment in various economic sectors in Indian Economy. The investment prospect by Japan, Germany, South Korea in the various rail and road project is the outcome of the Make in India concept. We are now discussing on the Smart Cities and Metro Rail project for various cities in India is the outcome of Make in India concept.
4. The manufacturing in India by MNCs is to be promoted under make in India concept.
5. The Make in India concept is expected to increase the growth in infrastructure sector. This is especially to promote the growing services and industrial sector in Indian economy. This is in fact to remove excessive

pressure on the agricultural land. Presently the agri-sector is over burdened. It is said that to be a developed economy the 30% of the population or even less than that be engaged on agricultural sector but today in India bout 60% or more population is working on agricultural sector. This is the most important concept that the industrial and services sector growth be promoted and the more and more employment be generated.

6. India has the potentiality to promote the health and tourism sector. This will attract foreign currency in India. At the same time this Make in India concept will help optimum utilization of resources within the country. The Make in India will help increasing job opportunities which are now sometimes on the basis of the outsourcing of the work. This is especially in the IT and related sector.

Make In India and F.D.I.

1. Jan. 2015 Spice group to start mobile phone unit in U.P. (Investment of Rs.500 crores).
2. Jan. 2015, Samsung South Asia to start unit of Samsung ZI at Noida.
3. Hitachi to set up auto component plant in India.
4. Huwazi to invest in R & D plant also to set up Telecom Manufacturing plant in Chennai.
5. L.H.Aviation France to set up advanced technology unit to manufacture drones.
6. Xiami – to commence in A. P. Manufacturing unit of Smart Phones.
7. On 1.08.2015 Lenovo to commence manufacturing of Motorola Smart Phones at Sriperebladar Chennai.
8. Boeing – Tata to produce aero structures for the Apache Helicopters.
9. General Motors recently announced it will invest another $ 1 billion. It has decided to gain more market share. It has also decided pour in more funds and retool its existence plant. The company has decided to make car from domestic consumption.
10. FDI between Oct. 14th and May 15, was upto 40%which 23.7 billion from the said period earlier. Foreign institutional investors or money coming through financial market amounted to $ 40.92 billion in the Fiscal year ended 31.3.2015. this is roughly 7 times as much as in the previous year. Industrial production by average 2.7% year over previous year.

Problems in implementation of Make in India

1. The procedure to start the new manufacturing unit is very critical. This requires easing the procedure.
2. There are differences of opinion related to economic reforms by political parties. There is a principle of opposition for opposition sake in Indian political scenario.
3. The mind-set of the Indian society is not pro-development, utilization of land for industrial and science sector has many lawful barriers.
4. The infrastructure availability is retarding the growth. Hence it is essential to attract FDI in infrastructure development.
5. Industrial and service sector growth depends upon the sufficient availability of electricity and water. This is lacking and not available to the extent required.
6. The lack of collaboration between academic and industrial/service sector has resulted in the non availability of required human resources. So we are speaking of the skill development now.
7. The private investment in India is to be increased. Accordingly it is essential to increase the PPP model to develop received infrastructural growth.
8. It is essential to concentrate on Agro business. Because presently there is a migration from rural to urban areas for want of job. So it has become essential to develop rural sector by promoting rural to urban amenities. The Prime Minister Narendra Modi has stated that some of the measures to ease of doing business. He has given more emphasis on Transparency and speedy time bound sanctions. The decisions like clearance of environment on line, IT return on line, extension of period of industrial licenses to 03 years. The replacement of paper registration by the electronic registration is some of the measures to ease the procedure of commencement of the industrial units.

Environment for make in India

Late President of India A. P. J. Abdul Kalam has stated in his writings Advantage India, that it has to follow from challenges to opportunities with this aspect there are various reasons why in India Make in India programme can be successful. There are various aspects which will help India to make success of the Make in India programme launched by Prime Minister Narendra Modi.

1. Presently India has emerged as the 3rd largest economy in the Asia after China and Japan. And 9th in the World. (Ref. IMF 20115 report).
2. Industrial Revolution made clear demarcation as Rich and Poor countries. India being developing economy the rest of the world has shown the interest in investing India.

3. Demographic factors are in favour of India. The Young and vibrant population in India is driving the economic growth of the country and the world.
4. No one can ignore the second largest workforce in the world at the same time they cannot ignore 3rd largest market in size.
5. The growing India offers opportunities in almost all sectors and notably in infrastructure, pharma, automobiles, education and many more. This has resulted in investment friendly environment.
6. By the year 2040 nine out of every ten Indians will belong to global middle class group with increasing purchasing power.
7. Human capital is the biggest strength of Make in India.

Economic growth expected because of Make in India

1. India's GDP has grown at around 7.9% between 2003-2012. This is likely to be continued for next 5 years with an average growth rate of 7.7% p.a. till 2017. This requires support from all types of business activities which can be taken up under Make in India programme.
2. In spite of global financial crisis the Govt. has set up a target of 8% growth rate during the current five year plan 2012-2017.
3. There is a shift of population of working age group from working on farm to working in service or industrial sector. This is stated as India's demographic dividend. At the same time there is increase in disposable income which need availability of services and industrial products. By make in India this can be made possible.
4. The foreign investors cannot ignore the large size of Indian market and at the same time the appropriate industrial environment created by the new government.
5. Some industrialists have started the manufacturing of consumer need based products in India. E.g. Nano car by Tata Motors, in expensive hand held electro cardiogram (ECG) by GE Health Care and Water purifiers by Tata Chemicals. Such other productions are to be launched by foreign investors in India.
6. The increased income of the consumer should be properly tapped for the development of consumable market which will result in sustainable growth.
7. Research and Innovation in industrial and services sector will help to increase the quality and reduce the prices. This will create the consumer friendly atmosphere in the market. Present govt. has purposefully set aside 3% of the total revenue on Research & Innovative activities.
8. In agricultural sector because of Make in India programme there is a concentration of utmost utilization of cultivable land. This is also possible because of efficient water and power facilities. In the new Govt.'s planned programme special attention is given to this aspect.
9. Because of Make in India programme there will be removal of excess work force on agriculture and deploying that workforce for developmental activities in service and industrial sector.

Recommendations

- In the area of health and tourism sector and the food processing industries the Govt. can attract FDI.
- In the education sector, there is scope for increasing number of foreign students to earn foreign exchange.
- The promotion in the Road construction, Rail development.
- Recognize the strength of Indian Economy and concentrate in the areas where we are strong (Agri. IT & Service sector.
- Removing the drawbacks of the industrial policies.
- Setting up of new industrial units and industrial areas in Indian Rural sector.
- Need base education

Conclusion

Make in India initiative of the Govt. is to change the growth dynamics of the economy. Nearly 2 decades of economic liberalization, coupled with huge domestic demand, a growing middle class, a you population and high return on Investment make India a incredible Investment destination.

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"A Study On Charity By Bollywood Celebrates: As A Role Model In Charity For Generation Y"

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ABSTRACT:

Celebrities have played a very important role in encouraging the youth attracting them toward the charity for needy people. It has created the modern culture amongst the society. For many people, celebrities are the role model for their energetic social development. Bollywood celebrities are globally renowned and loved by people with charity for needy people. The extraordinary growth of social networking has also spread the celebrity action towards the charity, which have made a name for themselves on video-sharing websites; sometimes without any noticeable capacity. Celebrity influence exists in all age group, but it's most visible among the younger generation whereas in adults they are admired by older celebrities and young is influence by recent celebrity.

The research aims to collect information regarding impact of charity by bollywood celebrities on young generation. The research studies influence of celebrities on generation Y and influence of charity done by celebrities and how the celebrities can motivate the generation Y

Keywords: Bollywood, Celebrities, Role model, Charity, Generation Y

Introduction:

India is having a large number youth population which is been influenced by the Bollywood Celebrity. Whereas youth been influenced with the help of media. Celebrities are the role model for the youth in the society as well as for the rest of the world. They are loved by their family members and the whole world. There is a big contribution of the celebrities in the modern culture as an intermediary for different reasons like taste, style, patterns, charity etc. Celebrities are the one who attract the youth for any reason. Whereas the media takes the help of celebrities for creating a center of attraction. Celebrities have created and emotional bond with the youth and this have increased the number of fans in the world.

Bollywood Celebrities have the control on millions people in India. This has made celebrities as a role model in different ages and segments. Maximum of the people follow with enormous confidence the dreams encourage by their favorite star. This has become an important factor for the celebrities to support a worthy cause. Maximum of the celebrities have supported different foundations and also have their own NGO for the good cause. These good causes of the celebrities have created a superior image of the celebrities in the middies of the youth people. The youth have appreciated for bringing smile on the face of suffered people and make their life worth living.

Celebrities are having much more participation in welfare initiatives for the less loved people of different age of the country. To determine the influence level of celebrities among the people is difficult. Influence level in US is one in four features while much lower in Europe, Germany is around 16%. Whereas celebrities culture is prevalent in Asia. In other countries like South Korea, Japan etc its 70%. The celebrity charity happening in China, India it has expanded with high energy in a comparatively very short of time.

There are some unique advantages and disadvantages which celebrities bring with them. Concern of credibility makes certain awareness, higher degree of recall and mass appeal to name a few of the advantages. Whereas reputation of the celebrity may decrease liking of that celebrity a vampire effect. Celebrity doing Charity and next movement celebrities are doing some the loss to the society will damage the image. Prominently will create mismatch of celebrity's image.

In India celebrity power is high and all young wants to be like their beloved big bollywood celebrity, such as Katrina Kaif, Shahrukh Khan, Kareena Kapoor, Salman Khan, etc. Many of celebrities contribute to charities or have their own foundation and that can promote people to contribute for charities and help for the good cause where they can. Celebrities can motivate people by singing songs and the messages that they give. This can also motivate people to do good things. So they should absolutely be role models

Celebrities conduct different activities like go out and plant trees with the community, will go to other countries to help the children with schools, help people with housing, raise funds for animal welfare, natural disaster victims etc. Those celebrities should absolutely be role models.

Literature review:

By Anonymous, Radnor, PA Living in a technological era, we have access to the tabloids more than ever before. There are television sets, magazine covers, Internet blogs, and movies screaming to be read and watched, and they are

plastered with images of these tacky celebrities. Now, in an age where we have more contact with celebrity gossip than we have ever had, we are faced with a question: what are the effects that superstars have on our youth? Based on a recent Newsweek poll, 77% of Americans believe that celebrities have too much of an influence on young girls. This effect is especially evident in their appearance and attitudes. With celebrities creating impossible standards of beauty, more and more young adults are feeling 'less confident, more angry, and more dissatisfied' with their looks (National Institute on Media and the Family). Based on a poll, 40% of nine and ten year-olds had tried losing weight and at age thirteen (Body Image and Gender Identity, 2002), 53% of girls were unhappy with their image (National Institute on Media and the Family). Now, this cannot all be blamed on the media, but with celebrities becoming thinner and thinner, much self-confidence is lost and images of television stars or models have been connected to body displeasure (National Institute on Media and the Family).

Based on the latest Kaiser Family Foundation survey, two in every three parents feel that their children are being exposed to too much inappropriate content in the media. Ours is a country that lives on movies. Bollywood actors today have the entire country following their every move closely. With that kind of fan following and power, comes great responsibility too. Let's talk about some celebrities in the Bollywood brigade who have embraced social causes.

Shabana Azmi:

Not only is she the master of her craft, she's closely associated with social causes as well. Her main area of activism is children and women's rights apart from fighting the stigma and injustice associated with AIDS. She has also advocated the cause of slum dwellers, displaced Kashmiri Pandit migrants, and victims of the earthquake at Latur (Maharashtra) in the past. Shabana Azmi has been the Goodwill Ambassador of the UNPF as well as for the HIV/AIDS programmes for SAARC region.

In the recent years, she has been associated with the Mijwan Welfare Society (MWS), an NGO founded by her father, the famous poet, late Kaifi Azmi. After his demise, she decided to take forward his dream. My father believed that India's remarkable economic progress can only be meaningful if it reaches out to rural India, where 80 percent of the population lives but is denied access to opportunity ,Shabana has reportedly said. MWS runs many institutes – Kaifi Azmi High School for girls, Kaifi Azmi Inter College for girls, Kaifi Azmi Computer Training Center and Kaifi Azmi Sewing and Tailoring Center.

Rahul Bose:

Rahul Bose is many things – an actor, a sportsman, and a committed social activist. He became the first Indian Oxfam global ambassador in 2007. He was actively involved in the relief efforts in the Andaman and Nicobar Islands after the 2004 Boxing Day Tsunami. Soon after, he launched the Andaman and Nicobar Scholarship Initiative through his NGO, The Foundation, a scholarship program dedicated to the education of underprivileged children from the Andaman and Nicobar Islands. He is also associated with several charitable organizations such as Teach for India, Akshara Centre, Breakthrough, Citizens for Justice and Peace and the Spastics Society of India.

Nandita Das:

An actor par excellence and an even better human being, Nandita leads by example. She has always been associated with social causes and is often seen voicing her opinion against any kind of injustice. She was also the face of the campaign 'Dark is Beautiful', aimed at the tyrants who think that fair is better.

Nafisa Ali:

Nafisa Ali is a star by every right — an actress, a former Miss India, a national swimming champ and a social activist. She is actively involved with the welfare of the underprivileged — health, women and child rights, poverty and social development. She has a care home named 'Ashraya' for those affected by HIV/AIDS.

Deepika Padukone:

Deepika Padukone underwent depression last year. She chose to talk about it publicly and spoke at length in an in depth interview with a television channel. Her foundation, 'The Live Love Laugh Foundation', is in the process of being setup. The foundation aims to spread awareness about mental health and offer help to those who are affected.

Milind Soman:

The dapper model, actor and producer is the man behind Pinkathon. Pinkathon is essentially a 10 km marathon, exclusively for women. The aim is to promote fitness in women and create awareness about breast cancer.

Dia Mirza:

The angelic beauty is an angel at heart too. She is actively involved with the Andhra Pradesh Government to help raise awareness about HIV/AIDS and female foeticide. ...

John Abraham:

Closely associated with PETA, this actor never fails to astonish. Unlike many celebrities, his association with many causes is very little covered by press and he shies away if ever asked about his social work. He even has his own brigade, 'John's Brigade' for habitat, providing homes for the needy.

Giving is BEING HUMAN:

Having a baddie image in media and society isn't a parameter to decide that a person can't be good at heart. And this proves true in the case of our Bollywood baddie – Salman Khan, who launched his initiative 'Being Human' with a purpose to support the underprivileged classes in the society. To spread its reach in the society, after Being Human NGO, Salman launched his Being Human fashion in 2011, Being Human watches in 2010 and Being Human clothing in 2012. The fundamental philosophy behind the foundation is – look good, do good. For the cause, Mandhana Industries hold the global license for Being Human clothing. With the idea of enhancing each other's brand value, both the entities collaborated and launched the clothing range in global markets like Jordan, UAE, Oman, Qatar, Saudi Arabia, Egypt, et al. Legions of us must be knowing that the royalty earned from the sales of the product line under Being Human label goes into education and health care initiatives. It is well known that Salman's foundation Being Human works towards two core areas: education and health care. In the education domain, BH gives monetary assistance to 18 underprivileged school children at Akshara school in Mumbai. It also works in close association with Aseema, an NGO which works for children education in Mumbai. The foundation's efforts in healthcare too are commendable. In 2013, Salman's foundation joined hands with Fortis Hospitals to provide free treatment to children with congenital heart defects. Not only this, the foundation has expanded its network by Being Human Art under its umbrella. Apart from these initiatives, Salman is synonymous to the name 'Being Human', which he proved when he asked his bodyguard Shera to launch the music of his film Bodyguard and has promised to launch his son Tiger in Bollywood. Shera has also appeared in a cameo in Salman's same film after the latter asked him to join the film. His humane initiatives don't stop here as in May this year, through his NGO foundation, Sallu donated 2500 water tankers (with 2000 ltrs capacity) to the drought-hit districts of Maharashtra. He took personal interest in it and found out the root cause for the problem. Adding another arm to the foundation, in 2011, he launched his foundation Salman Khan Being Human Productions and the first film to be produced under the banner was 'Chiller Party", which was a success. He is further in talks to produce around 5 more films under the banner and the money generated from films, alike his other initiatives, will go the NGO. And the latest addition to his initiatives, one hears, is his donation of Rs 4 million to help release prisoners across UP, who though completed their imprisonment term, but were unable to pay a legal fine for their charges. As they say: 'better late than never', many other who enjoy fortunes, can lend a helping hand to the needy through such initiatives.

Sushmita Sen, Celeb Cum Social Change Maker:

She ruled the universe by wearing the universe's crown on her head, she is fantabulous in her own accord leaving every eye popping-out of its sockets which she encounters, a lass who overshadows everything around her with her presence! She proved her mettle in 1994 by becoming Miss Universe.

After reining the universe, the leggy lass ventured into the domain of acting debuting with Dastak. Thereafter there was no looking back for Sush with a mixed career of commercially successful-unsuccessful, critically successful flicks like Sirf Tum, Biwi No. 1, Main Hoon Na, Filhaal, Samay, et al. While she is a star plus a big name in celeb space, the tinsel- town could not bring her an ultra-promising career. Albeit a popular name in film industry, the bong beauty is known more for her humane initiatives. A crusader of social justice, while on the one hand, Sen is a proud recipient of the Mother Teresa International Award, her association with various NGOs and charitable projects makes her a pioneer in the social space. Without exception she is a celeb of the B-town, but she's more of a social celeb supporting an array of causes in the humane space.

She attended Air Force Golden Jubilee Institute, New Delhi and St. Ann's High School, Secunderabad, but could not pursue higher education. Despite sans higher education, there are people who make their own unique identity and Sushmita has done that successfully. Going beyond the conventional customs of the society, the 38 year old has adopted two orphan girls as her daughters, Renee and Alisha. Being single and thought-to-be-incapable of parenting, she had to face a lot of legal challenges against the apprehensions of the court and the conventional beliefs of the society. But eventually things turned out in her favour and today she is a proud mother of these two girls. Through her initiative 'I Am She', the actress cum socialite is generating funds to be utilised to resolve critical social challenges.

Whether it's helping erstwhile Pakistani cricketer Imran Khan to raise funds for his cancer hospital, or be it addressing a population conference in Cairo, Egypt in 1994 (which takes place once in 10 years), her social regime includes extensive travelling to offshore and working among old age people and children. She has a complete multitude of works in the social space. Be it lending a helping hand to Salman Khan's Being Human initiative or

raising awareness about women empowerment, she is the forerunner in all places. Whether it's walking the ramp for social purposes or participating in a Marathon, she expands her life to be able to contribute for the society's betterment in all possible respects.

Vidya That Works For Educating!

Her social contribution list is as long as her films and endorsement list. While one sees the natural performer exhibiting acting across various genres, proving her mettle, the social space too marks her efforts significantly. After a survey adjudged that India faces a severe sanitation crisis, Vidya decided to do something to help over the issue by educating people.

Joining hands with the government, she instituted a campaign "Nirmal Bharat Yatra" making use of television and radio to educate and encourage people to use toilets. Her social report card includes promoting several humanitarian causes plus lending a helping hand and extending monetary assistance to many charitable institutions. Not only this, the Government of India has appointed Vidya Balan as its brand ambassador to transform the sanitary scenario in India.

She has witnessed a rise in her career since 2005 (marking her debut in the B-town with Pradeep Sarkar's Pareeneta) with many commercial and critical hits. The occasion was to launch "Chhotte Kadam Pragti ki Aur" campaign by hair oil biggie Nihar Naturals. The campaign is designed to promote and enhance children education. She is engaged in a plethora of activities in social space ranging from March 2011 endorsing World Wildlife Fund's Earth Hour campaign in India to extensively campaigning for significance of a healthy nutrition for CINI (Child in Need Institute), a Kolkata based nonprofit organisation. This vegetarian is a trained Carnatic musician and had a brief stint with Bharatnatyam and Kathak. This "India's hottest vegetarian" for 2011 and 2012, declared in a poll conducted by PETA, one of the major focus areas of Vidya is women empowerment. For her role women empowerment, she became the youngest face for receiving The Prabha Khaitan Puraskar Award 2012 by the Calcutta Chamber of Commerce. In the month of August 2013, the actor served as the grand marshal of the Indian Day parade at New York City while on the other hand,in the same year she instituted a technology- based learning programme for underprivileged children in Thanapur village of UP.

Need for research:

From the rare studies carried out on such topic, researchers found the need to study these with reference to 5 colleges and institutes in Pune city. Since the both authors are Full time faculty with a Postgraduate program in Management. The association of the authors with the Institute and its students and alumni led the need to study topic for research paper.

Objectives:

1. To study the influence of celebrities on generation Y
2. To study the different charities done by different celebrities for the sake of social support.
3. To study the impact/ influence of charity done by celebrities on the generation Y
4. To study how the celebrities can motivate the generation Y to charity. \

Research Methodology:

The study for the said research is done through social media and personal interview of students of different colleges and institutes in Pune City. Survey has targeted students from 5 different institutes and colleges.

The survey has been carried out through questionnaire method carried through questionnaire consist of 15 questions. The Questionnaire was prepared and distributed to the youngsters by social media and personally meeting them. The questionnaires were filled from young students through face book, online and personally meeting college students. The study shows the impact of celebrity charity on generation Y and how the good cause of celebrity affect the minds of the students and their role model.

This study is descriptive in nature and aimed to find out the impact of celebrities on motivation of young ones for the charity as a social cause in Pune city. To achieve this objective of the study, the questionnaires have five point Likert scale and some nominal scale.

The data was collected from generation Y comprised of educated youth from different colleges and institutes by face book and other social media residing in the city of Pune. It includes both gender male and female with the age

group of sixteen to thirty. The sample size was 150 but due to some incompletely filled questioners the sample size was 140. The respondents were selected from the population through random sampling method.

Discussion & Conclusion:

The study reveals that Generation Y is influenced by Bollywood Celebrities and treats them as their role model. They are aware of charities done by their favorite celebrity. The students are also motivated by the charity done by their role model and take initiative to contribute for social cause and support the act. Even they ask their friends and relatives to contribute for such social cause. Hence the conclusion of the paper is that Charity Done by Bollywood Celebrities have positive effects on charity by Generation Y.

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An Old Business Driver With Transformed Services: A Way Towards Sustainability And Economic Development

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ABSTRACT:

In the era of technology driven and majority of the role played by the service industry which is contributes, with around 52 per cent contribution to the Gross Domestic Product (GDP) in 2014-15, has made rapid strides in the past decade and a half to emerge as the largest and one of the fastest-growing sectors of the economy. The services sector is not only the dominant sector in India's GDP, but has also attracted significant foreign investment flows, contributed significantly to exports as well as provided large-scale employment. India's services sector covers a wide variety of activities such as trade, hotel and restaurants, transport, storage and communication, financing, insurance, real estate, business services, community, social and personal services, and services associated with construction.

In this paper the researcher would highlight some aspects of financial inclusion and how it could contribute if we look at it as investment opportunity and not a Corporate Social responsibility.

Key words: investment opportunity, Corporate Social responsibility, dominant sector.

An Old Business Driver with transformed Services: A way towards sustainability and economic development

Introduction

Banking sector played a key role for the Indian economy pre and post-independence. It not only helped and boosted the Industry and agriculture but helped the small and medium sized enterprises. Various specialized Institutes were set up to enhance the economy like –NABARD, RRB's, and LEAD banks .All these are playing as a catalyst role for the economic development. As banking sector is concerned to mass and not a class people to provide services for their needs.

But the reality ground is different when it comes to the services to be provided to the person who really needs it.Did we really reach the end user is the question?

Review of Literature

According to the Eleventh Plan indicated that the absolute number of poor is estimated to be approximately 300 million in 2004-05. Accordingly, the Eleventh Five Year Plan has adopted "faster and more Inclusive growth" as the key to development paradigm. The significance of this study lies in the fact that India being a democratic republic, it is far more essential on the part of the government to ensure equitable growth of all sections of the society. With only 34% of population engaged in formal banking, India has, 135 million financially excluded households, the second highest number after China. Further, the real rate of financial inclusion in India is also very low and about 40% of the bank account holders use their accounts not even once a month. It is a universal opinion that poor need financial assistance at reasonable costs and that too with uninterrupted pace.

As per Census 2011, 58.7 percent households in the country are availing banking services. There are 102,343 branches of Scheduled Commercial Banks (SCBs) in the country, out of which 37 percent of the bank branches are in the rural areas and 26 percent of the branches are in semi-urban areas. The total constitutes 63 per cent of the total number of branches in semi –urban and rural areas of the country. However, a significant proportion of the households, especially in rural areas, are still outside the formal process of the banking system.

There should be an appropriate policy support in channeling the financial resources towards the economic upliftment in any developing economy. The concept of financial inclusion came into being with the intention to connect people of all categories to appropriate banking and financial services with consequential benefits and ensuring that these steps towards financial inclusion will play a key role to promote inclusive growth of the country. The step towards inclusive growth can be attained through a systematic and well maintained financial system which will create equal and beneficial opportunities to the socially and economically backward people which will further help them to amalgamate better and contribute into the nation's economy and also contribute towards country's advancement.

The Reserve Bank of India (RBI) has comprehended that access to the finance by the weaker section is a precondition for eradication of poverty and bringing social consistency. Therefore, Reserve Bank of India (RBI) has set up Khan Commission in 2004 to take forward the initiative of the financial inclusion. It has implemented its recommendations in its mid-term policy review in 2005-06 which further encouraged the banks to make a target with

an aim of achieving greater financial inclusion. Rangarajan Committee (2008) viewed financial inclusion as "The process of ensuring access to financial services timely and adequate credit where needed by vulnerable groups such as weaker sections and low income groups at an affordable cost". Given below is the diagram which briefly portrays the indispensable contents of financial inclusion.

Source: Rangarajan Committee Report

The figure above (Figure-1) shows that financial services include saving, loans, insurance, credit, payments etc. These services cater to the primary aim of providing assistance to the weaker section to come out of poverty and gather the benefits of financial inclusion.

Current Government, that is Modi Government is focusing on Financial Inclusion as a top most mission and accordingly he has taken the direction to achieve it. Pradhan Mantri Jan Dhan Yojna was started by the new ruling government under the leadership of Prime Minister (Pradhan Mantri), Shri. Narendra Modi. It aims to reduce poverty by way of financial inclusion which enlists among the top priorities of the government. The common man can avail the Jan Dhan Yojna facility by opening a bank account at any Bank branch or Business Correspondent (Bank Mitra) outlet.

This will also help both the society and end user by- social, governance practices and technologies that create a competitive edge, transform markets, and improve people's lives. It also helps government to implement reforms that improve the business environment, encourage investments and make it easier to do business, thereby creating jobs and fostering growth plays a critical role in increasing access to finance for households and businesses, not only through its investments and financing, but also through its advisory work, by providing diagnostics, capacity building, and sharing of best practices to its financial intermediary clients. A key aspect of our work is in close collaboration with the World Bank.

Even though Agriculture is the important sector in our country and more productive and helping farmers suffering from natural adversities if followed by the tailor made schemes are made available to the farmers even in certain regions, zones and district we can really help the farmers by guiding them and helping with the help of modern technology and through Development Officers or Block Development Officres.

1. To study how the implementation of financial inclusion brings the development and prosperity.

Objective of the paper

Research Methodology

The paper is based on secondary data which is collected through manuals, annual reports, books, periodicals, government documents, articles, research papers and internet.

From the table given below we can observe that the branches have increased and the mission of Financial Inclusion is being implemented successfully.

No. of branches of Scheduled Commercial Banks opened during five years

Year	Rural	Semi-urban	Urban	Metropolitan	Total
2008-09	706	1290	1046	953	3995
2009-10	1021	1729	1417	1139	5306
2010-2011	1422	2258	919	981	5580
2011-12	2453	2686	1186	982	7307
2012-13	1598	1422	546	451	4017

Source: RBI

The banking industry has shown tremendous growth in volume and complexity during the last few decades. Despite making significant improvements in all the areas relating to financial viability, profitability and competitiveness, there are concerns that banks have not been able to include vast segment of the population, especially the underprivileged sections of the society, into the fold of basic banking services.

Then where it is going wrong and how to increase the customer to access the basic banking facilities? Do we not understand the needs of the customers and requirement which vary from person to person, state to state, region –to – region? Why the banking sector and Government have taken so many years to understand the nerves of the customers or people.

Very few states /region have achieved a good response for financial inclusion. In a country like India due to huge population and socio- cultural diversities and also diverse economic background it is quite difficult to attain inclusive growth across country. And to improve the economic growth of country, inclusive growth is utmost important. The key device to attain inclusive growth is financial inclusion. The aim of financial inclusion is including the excluded in the financial system of the country, and to ensure that their financial & social security needs are taken care of through appropriate financial service providers. The concept of financial inclusion came into being with the intention to connect people of all categories to appropriate banking and financial services with consequential benefits and ensuring that these steps towards financial inclusion will play a key role to promote inclusive growth of the country.

The broad strategy adopted for financial inclusion in India in recent years comprises the following elements:

a. Encouraging penetration into unbanked and backward areas and encouraging agents and intermediaries such as NGOs, MFIs, CSOs and business correspondents (BCs) to promote the habit of saving and opening bank account.
b. Use of existing as well as modern technology for promoting financial inclusion.
c. Directing banks to open a basic banking 'no frills' account and promote this scheme of banks so that people feel motivated to open and access bank accounts.
d. Highlighting on promoting awareness towards financial literacy and credit counselling and
e. Creating synergy between the formal and informal segments.

These strategies mentioned above undertaken by government as well as by RBI ensures that government and policymakers has taken necessary steps to implement financial inclusion schemes for better penetration and for inclusive growth.

The special recommendations provided to achieve the target under NRFI were the following:

a. Banks have to strengthen their staff and adopt efficient delivery mechanism in rural and semi-urban branches.
b. Expand bank branches identifying those areas where financial exclusion is more.
c. Products and services in the financially excluded areas should be customized and revised as per the needs of that area. Some innovation in products and service offerings should be considered to serve the varied needs.
d. The existing staff posted to rural branches can be incentivized based on performance parameters which include covering a new household through deposits and loan accounts.
e. Commercial banks were permitted to use the services of NGOs/SHGs and Micro Finance Institutions and other civil society organizations as intermediaries in providing services through the use of Business Facilitators and Business Correspondents..
f. Commercial banks should also implement schemes for financing subsidiary farm activities like water shed projects, surface irrigation projects etc. Supplementary activities like dairy, small poultry, sheep-rearing etc. have to be specifically targeted for marginal farmers, tenants and non-cultivator households.

Conclusion:

The purpose of this research was to understand the correlation financial inclusion and economic development. Yes, the best example can be self-help group .The researcher broadly presented a view on the concept and emergence of financial inclusion and its needs to percolate to the society. The banks should really work on with the Business Correspondence as to action plan and how it can be achieved.

It should not be treated as Corporate Social Responsibility but a business having huge potential to sustain long in the society .Well planning and tailored product according to the Local Area, Region, State, can be designed accordingly then the Financial Inclusion with financial education or literacy will really achieve the target in true sense.

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Impact Of Corporate Social Responsibility Activities Of The Company On Consumer Purchase Decision In Indian Market.

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ABSTRACT:

This research paper makes an attempt to research into CSR and consumer behavior as this relationship is still relatively young study, there exists a growing interest in link between CSR and marketing. Progressively, the world is recognizing the role of business ethics and its responsibility towards society. In Indian market the Indian customers are now aware about pursuing their business endeavors, companies now a day have to show more responsibilities toward society and environment to build branding and loyalty among customers, where they are operating and vision CSR activities as a marketing tool to help create a competitive advantage. This research paper is an attempt to study weather impact of company's engagement in CSR for social cause on consumer buying behavior.

This research is driven with an intention that there has not been conducted any research about CSR in Indian market in order to determine its influence on consumer purchase behavior and its impacts. The scope of the research is confined to identify abilities of the Indian consumers to support CSR strategy of companies operating in the Indian local market. As the research demonstrated, Indian consumers choose products mainly on the basis of their quality, quantity and price, brand ambassador etc, they are not aware of CSR practices conducted by the company or product, do not always consider it while purchasing products, but are increasingly interested in it, thus may be in future if newer methods adopted by the strategist there could be a positive relationship between perceived CSR activities and consumer purchasing behavior.

***Key words**: consumers, behavior, Indian market, engagement, products.*

A. Introduction:

Today's competitive business environment presents important challenges to the companies. Expansion means a constant hunt for resources that go into manufacturing and invariably a conflict between man and nature, beyond the search for conquering superior competitively and productivity levels, there is a mounting concern with the social and environmental impacts of their actions. The level of awareness about corporate social responsibility (CSR) is at the rising trend. Consumers nowadays have set a higher level of expectation towards the companies.

This study intends to investigate whether corporate social responsibility (CSR) would positively influence the benefit and the value perceived by the consumer, ethics, green environment, and philanthropic on customer purchase decision in Indian market. Multinational corporations introduced the term stakeholder in the late 1960's. Stakeholders are those who were in any way affected by the corporations' activities. Later, the term "corporate social responsibility" (CSR) came into exercise. The endeavor of corporate social responsibility is to take responsibility for all the company's actions and to put an optimistic impact on its communities, environment, consumers, employees and all other stakeholders (Freeman, 2010).

CSR is not a new design, more companies than ever before are supporting CSR initiatives like corporate philanthropy, minority support programs, cause-related marketing (e.g.: save girl child) and socially responsible manufacturing practices and employment—and they are doing so with real marketing and financial muscle. More than 80% of the Fortune 500 companies address CSR issues on their websites, brand reflecting the persistent belief among business leaders that today CSR is not only an ethical vital, but also an economic one. One stakeholder group that appears to be particularly vulnerable to a company's CSR initiatives is its customers. Marketplace polls recommend that there is a positive relationship exists between companies CSR activities and consumers' reactions to that company and its products.

The 2002 Corporate Citizenship poll by Cone Communications finds that 84% of Americans said that they would like to switch to the brands which are associated with a noble cause, if quality and price are unchanged. This is a positive link of CSR to consumer backing is spurring companies to assign greater energies and resources to CSR. In other words, attract of larger consumer profits has contributed extensively in current years to the strengthening of the business case for CSR activities. Ethical imperatives notwithstanding, business leaders are struggling with the appropriate goals guiding the formulation and deployment of CSR initiatives that will reap the greatest benefits for their companies. They are also, at the same time, realizing the urgent need to measure the returns to various CSR initiatives especially in Indian markets where the variety and scope of growth is massive. For this, many companies have started practices such as corporate social reporting, social audits, and the triple bottom line. A lot of work has

already been done in the Western countries for identifying an organization's behaviour towards consumer purchasing decisions where the government places a very major role over contributing to CSR practices and protecting the environment by creating awareness among the people. On the other hand, not many studies have been conducted in emerging markets, such as India. CSR activities should improve a corporation's image in the market. Thou the Government has taken an initiative by implementing the law of contributing 2% of the profits to CSR activities still it needs a element monitoring. The objective of the paper is to investigate whether CSR initiative has an effect on trust and purchase intention of Indian consumers.

We are concerned about exploring that whether consumers in India take into the consideration of organization's CSR issues before using organizations' products and services. This study will also be useful for business houses in understanding the consumers' concern for the CSR programs that they should be engaging in, and it will also contribute to the existing literature.

B. Scope of study:

1. **CSR has become an important and integral part of companies strategic decisions as it helps** in strengthening the relationship between companies and stakeholders.
2. **CSR** enables continuous improvement and encourages innovations and provides a stepping stone for cutting the competition.
3. Attracts the best industry talent as a socially responsible company and Provides additional motivation to employees along with which Enhances ability to manage stakeholder expectations

C. Purpose of Study:

The western world has simplified much of this debate into the climate change challenge which rests on this simple logic. The Indian challenge and that of any developing country like ours is much more complex. We need food for our teeming millions, education for our children and work for an increasingly young population. While good governance and far reaching policies are part of the answer, much more needs to be done and the new Companies Act has asked Corporate India to step in with the provision that companies invest 2 per cent of their net profits in CSR. This study believes that it is not sufficient for companies to merely invest in CSR projects and meet the 2 per cent norm, but they need to understand whether CSR is looked at strategically. The study will contribute to building a body of knowledge in literature for further research. Secondly, the outcome of the research will also serve as a reference resource for other researchers to investigate further into areas that this study will not cover. It will also contribute slightly to the stakeholders understanding of the effect of CSR on consumer purchasing decision of Indian market.

D. Review of literature:

Corporate Social Responsibility

During the 21th century, the environmental aspect of CSR grew even stronger and society's increased interest regarding environmental issues gives a new picture of CSR. Therefore, higher pressure was put on corporations and their initiatives in support of the environment. In the European Commission's CSR-report from 2002, CSR is described to have a close relationship between societies and companies to deal with both social and environmental concerns: "CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. In their most recent definition, the European Commission (2011) explains CSR as "the responsibility of enterprises for their impacts on society". Another definition which is very famous is "The total corporate social responsibility of business entails the simultaneous fulfillment of the firm's legal, economic, ethical and philanthropic responsibilities. Or we can say that the CSR firm should strive to make a profit, be ethical, obey the law and be a good corporate citizen" (Carroll, 1991). Carroll proposed other responsibilities in the following decreasing order of importance, after economic: legal, ethical and philanthropic. This concept by Carroll (1979) suggests that a business should follow four components: economic responsibility, ethical responsibility, philanthropic and legal responsibility, (Bhattacharya and Sen, 2004; Carroll, 1995). The first component is economic responsibility. This is the business' fundamental responsibility to make a profit and expand. The second component is legal responsibility which means a business must obey the law and work within the legal framework of society. The third is ethical responsibility which means a business has to value the rights of others and meet the hope applied by society to do what is right. The last component is philanthropic responsibility which means a business should add to and support the broader community and improve the quality of society (Carroll, 1995; Snider et al., 2003). The World Business Council for Sustainable Development (2006) has defined CSR as the continuing commitment by business to behave ethically and to contribute to economic development while improving the quality of life of the workforce and their families, as well as that of the local public and society at large; management studies have defined CSR as a company's obligation to operate in an

economically and environmentally sustainable way at the same time recognizing the interest of all stakeholders and maximizing social, economic and environmental values (Waddock and Post, 1990;Wood, 1991; Matten et al., 2003; Waddock, 2004). Although there is still no agreement on any one definition of CSR, each and every definition is

based on the thought that CSR is about how a business takes account of its social, economic and environmental impacts in the way it operates.

Consumer Trust

Trust is regarded as an important factor in business, but, there is confusion regarding the definition and the concept of trust among many authors who have different perspectives on the definition and concept of trust (Swean & Chumpitaz, 2008). Trust is also defined as a set of beliefs, a desire, and accumulated assumption directed towards a brand (Swean & Chumpitaz, 2008). Trust is consequential from the motives, characteristics, and intentions of the exchange partners and the evaluation, assumptions, and prediction by the consumers as to the promised outcomes of the company (Cannon &Doney, 1997). According to Swean & Chumpitaz (2008) trust have there are three main perspectives, which includes perceived credibility (capability of associate to fulfill and satisfy customer satisfaction), perceived truth (capability of associate in terms of keeping promises and honestly), and perceived benevolence (capability of associate to prioritize interest of consumers).

Affect-Based Trust

Affect Based Trust is the emotional based trust of one individual collective with others (McAllister, 1995). According to the study of Chun Ha, Yang-Kyu, & Cho (2011) affective trust includes the characteristics of openness, considerate, honesty, liking, benevolence and respect. Affect based trust is one individual's degree of confidence in a partner on the basis of a feeling or an emotional factor, a concern displayed by the partner (McAllister, 1995). Therefore, affective trust is usually based on a long-term trust between two parties. **Disposition-Based Trust**
Dispositional-Based Trust is the tendency of one person to trust another, it is the propensity to trust others, it represents an individual's stable personality trait (Rotter, 1980). Based on the study by Rotter (1980), an individual's general orientation relating to trust is very significant in new situations and in situations of ambiguity when the individual is unable to predict the behavior of others. Gill et al. (2005) supported the thought that tendency to trust is very important when there is uncertain information about the trustee's intention.

Cognition-Based Trust

Cognition-Based Trust is explained as rational, objective, methodical evaluation by a trustor concerning a target as being trustworthy (Olugbenga, 2006). The idea of cognition-based trust was explained by several authors McAllister (1995), Johnson & Grayson (2005) and Erdem & Ozen (2003) in terms of a rational based willingness or you can say degree of confidence of one individual used in trusting the other party's competence and reliability. Mayer et al. (1995) stated that previous researchers explored different characteristics of a trustee that leads to cognitive trust, including accessibility, consistency, competence, fairness, integrity, locality, discreetness, openness, receptivity, judgment, trustworthy intentions, promise fulfillment, motives, benevolence, ability, honestly, and group goal. Though, ability, benevolence and integrity are the three commonly mentioned characteristics that trustors use when cognitively judging the trustee. Mayer et al. (1995) suggested that a trustor is likely not to trust in future interactions, if the trustee lacks benevolence, ability, or integrity. Regarding the three characteristics of a trustworthiness,

Concept of Consumer's Purchase Intention (PI) and Impact of Purchase Intention and CSR

According to Espejel et al. (2008) buying intention is a forecast of consumer attitude or behavior towards a future purchase decision. In other words, buying or purchase intention is a pattern of consumers' attitudes or beliefs, regarding their future purchases. The positive attitudes of consumers towards the company's reputation, image, and product evaluation can be influenced by CSR activities (Dacin & Brown, 1997). A number of studies have showed that there is a positive relationship between a business's CSR program and consumers' attitudes towards that organisation and its products (Brown & Dacin, 1997; Ellen, Webb, & Mohr, 2000; Creyer Ross, 1997). Mohr, Harris and Webb (2001) examined and their finding indicated a important relationship between CSR and consumer responses. Sen and Bhattacharya (2001) research on reaction of consumers to CSR shows that CSR will directly affect consumers' intentions to purchase corporation's products. By supporting CSR activities, consumers are labeled ethical consumers (Auger et al., 2010). Accordingly, ethical consumption is be defined as the conscious and deliberate choice to make certain consumption choices due to personal and moral beliefs. This can be as simple as buying a product at an Oxfam store or as complex as boycotting goods consumption (Crane, 2001). Research suggests that consumers in the developing or emerging economies cannot afford to be socially conscious, thus suggesting that social consciousness at the checkout counter is a luxury (Auger et al., 2010). In contrast, consumers in developed countries are thought to be more socially conscious due to product availability, and to possess greater willingness to pay for the "luxury" of social consciousness (Auger et al., 2010; Pelsmacker, Driesen and Rayd, 2005). It seems clear that there are certain trends in

ethical consumption. However, it is important to note that the majority of published empirical research on this topic emanates from developed countries (e.g., Becker-Olsen, Cudmore and Hill, 2005; Brown and Dacin, 1997; Creyer and Ross, 1997; Maignan, 2001; Maignan and Ferrell, 2000; Mohr and Webb, 2005; Sen, Bhattacharya and Daniel, 2006; Sen and Bhattacharya, 2001; Maignan, 2001; Matten and Moon, 2004; Freestone and McGolrick, 2007). Yet, a number of studies have shown that consumer attitudes towards CSR tend to vary between cultures (Srnka, 2004; Vitell, 2003; Auger et al., 2008) currently, we know very little about ethical consumption in developing countries.

Relationship Between Trust And CSR

According to Swean & Chumpitaz (2008), CSR is regarded as a signal of trustworthiness that clarifies the effort of a company in terms of enhancing the welfare of customers. CSR programs have positive influence on customer's trust. Regarding a theory proposed by Spence (1974), customer purchase intention can be weighted by a company's CSR activities as it reduces the inherent uncertainty in any transaction. Morgan and Hunt (1994) claimed that the affect of customers' trust is derived from existing values that customers and the company share with each other. Thus, customers' trust can be defined as joint beliefs, regarding whether certain kinds of behaviors, goals and policies are significant, appropriate or good. A company can gain benefits from CSR activities through customer loyalty, positive brand attitude, customer trust, increased profits.. In addition, there is much research supporting the idea that CSR activities increase re purchase intention, customer loyalty and trust (Yoon, 2006).

Consumer Behavior towards CSR in India:

India has the world's richest tradition of corporate social responsibility. Though the term CSR is comparatively new, the concept itself dates back to over a hundred years. CSR and Hinduism where Merchants belonging to the Hindu religion gave alms, got temples and night shelters made for poor. Hindus followed Dharmada where the manufacturer or seller charged a specific amount from the purchaser which was used for charity.CSR and Islam**:** Islam had a law called Zakaat which ruled that a portion of one's earning must be shared with the poor in the form of donation, CSR and Sikhism where Similar to Islam's zakat, Sikhs followed what they called daashaant. CSR in India has evolved through different phases, like community engagement, socially responsible production and socially responsible employee relations. Its history and evolution can be divided into four major phases:

Phase 1 (1850 - 1914)	Phase 2 (1910 - 1960)	Phase 3 (1950 - 1990)	Phase 4 (1980 onwards)
Purely philanthropy and charity during industrialization; corporation is only responsible to owners and managers	CSR as social development during the Independence struggle; corporation is responsible to owners, managers and employees.	CSR under the "mixed economy paradigm"; corporation is responsible to owners, managers and other target environments	CSR in a globalised world is in a confused state; corporation is responsible to owners, managers, other target environments and the public at large.

Phase I (1850 TO 1914)

The first phase of CSR is known for its charity and philanthropic nature. CSR was influenced by family values, traditions, culture and religion, as also industrialisation. The wealth of businessmen was spent on the welfare of society, by setting up temples and religious institutions. In times of drought and famine these businessmen opened up their granaries for the poor and hungry. With the start of the colonial era, this approach to CSR underwent a significant change. In pre-Independence times, the pioneers of industrialisation, names like Tata, Birla, Godrej, Bajaj, promoted the concept of CSR by setting up charitable foundations, educational and healthcare institutions, and trusts for community development. During this period social benefits were driven by political motives.

Phase 2 (1910 TO 1960)

The second phase was during the Independence movement. Mahatma Gandhi urged rich industrialists to share their wealth and benefit the poor and marginalised in society. His concept of trusteeship helped socio-economic growth. According to Gandhi, companies and industries were the 'temples of modern India'. He influenced industrialists to set up trusts for colleges, and research and training institutions. These trusts were also involved in social reform, like rural development, education and empowerment of women.

Phase 3 (1950 TO 1990)

This phase was characterised by the emergence of PSUs (Public Sector Undertakings) to ensure better distribution of wealth in society. The policy on industrial licensing and taxes, and restrictions on the private sector resulted in corporate

malpractices which finally triggered suitable legislation on corporate governance, labour and environmental issues. Since the success rate of PSUs was not significant there was a natural shift in expectations from public to private sector, with the latter getting actively involved in socio-economic development. In 1965, academicians, politicians and businessmen conducted a nationwide workshop on CSR where major emphasis was given to social accountability and transparency

Phase 4 (1980 ONWARDS)

In this last phase CSR became characterised as a sustainable business strategy. The wave of liberalisation, privatisation and globalisation (LPG), together with a comparatively relaxed licensing system, led to a boom in the country's economic growth. This further led to an increased momentum in industrial growth, making it possible for companies to contribute more towards social responsibility. What started as charity is now understood and accepted as responsibility.

CSR activities in India:

i. **Child Education:**
The study indicates that providing infrastructure support is the most common activity in the education domain, undertaken by approximately 88% or 44 out of a total of 50 companies focusing on education.

ii. **Healthcare:**
In the healthcare domain, organising health camps to offer curative services and raising awareness on health issues are the most common activities implemented by nearly 74% of the companies.

iii. **Environment protection:**
CSR initiatives aimed towards the betterment of the environment include green initiatives such as tree plantation drives to promote afforestation, as well as efforts to conserve water, and to manage and dispose of waste responsibly. Green initiatives garner the highest attention with 76% of all companies undertaking specific initiatives to improve the environment and approximately 64% taking measures to conserve water.

iv. **Livelihood:**
Out of the 50 companies approximately 88% support skill development through vocational training, and 78% support income generation activities.

v. **Rural Development:**
In rural development, 68% of companies have been working towards betterment of rural areas by providing infrastructure support.

Psychological factors that affect consumers purchasing decision:

Four major psychological factors influencing a person's buying choices are:

a. perception
b. learning
c. beliefs and attitudes
d. Motivation

E. Research Methodology:

Research Type: Descriptive Research

Type of Data/Data Source used: Secondary Data/Data source. The present study is based on **secondary data**. Basically, the required information has been derived from

1. Various books.
2. Articles from Newspapers, Magazines and Journals, and
3. From the various related web-sites which deal directly or indirectly with the topics related to Indian retail sector and manufacturing sectors. After searching the important web-sites, relevant information was down loaded and analyzed to address the objectives of present study.

F. Limitations of study:

1. The study is based on published data and information available on internet. No primary data is being collected.
2. Every precaution has been taken to entice qualitative and correct data; still secondary data have collected for the purposes other than problem at hand.
3. The objectives, nature and methods used to collect secondary data may not be appropriate to the present circumstances as the research is based on secondary data.
4. Time constraint remained the major limitation in the study
5. The biasness can always be there.

6. Before using secondary data, it is important to evaluate them on above mentioned factors. So, it consumes the same time as the primary data

G. Suggestions:

In this paper we have shown the perception of consumers based on their rational, emotional and individual judgments towards their willingness to purchase a product in the context of the concept CSR (Local Community, Environmental Sustainability, and Green Product). On the basis of the analysis of this study, we have shown that there is a positive relationship between CSR result in consumer trust and a positive intention to purchase a product, found that CSR can play an important role in building a long-term relationship with consumers. Therefore, CSR programs encourage people to trust a company to fulfill the terms of the exchange and do as expected (perceived credibility) and be forthright and honest (perceived integrity) (Swaen & Chumpitaz , 2008). This study also supported by the results found in Kenning (2008) that specific and general trust has positive effects on buying behavior.

Government places a major role in educating the consumers by implementing various policies that can have transparent polices of CSR activities conducted by any corporate. Government organizations should promote various schemes to motivate people to understand the need and importance behind CSR activities and not let it be mere documentation. Indian customers lack to visualize “Where are we now?” and should think about asking “Where do we want to be in 10 years?” we fail to see CSR as an innovation rather than documentation.

H. Conclusion:

CSR as a perception has been the focus of various deliberations and much research over the past few years; and has come to occupy an important place in the academic and business arena. Developing all the time, it has morphed from a purely philanthropic to a systemic and, finally, strategic activity. India is the first country to have legislated CSR mandates. Others like Sweden, Norway, UK, South Africa, Ghana and Ivory Coast follow some specific codes for sustainable and socially accountable business practices, like Social Labour Plan (SLP) and Local Content Law (LCL). The US, though it has a rich presence of industrial firms and big corporates, has only some mandates for reviewing reports on corporate spending. There is no strong legislation, as in India, for CSR spending.

After the enactment of the Companies Act-2013, it is estimated that approximately 2,500 companies have come in the domain of mandated CSR; the budget could touch approximately INR 15,000 crores.15 It is very likely that the new legislation will be a game-changer, infusing new investments, strategic efforts and accountability in the way CSR is being conceived and managed in India. It has opened new opportunities for all stakeholders (including the corporate sector, government, not-for-profit organisations and the community at large) to devise innovative ways to contribute to equitable social and economic development. Currently, CSR in India is headed in a optimistic direction as there already exists a multitude of enabling organiations and regulatory bodies such as the Department of Public Enterprises (DPE), Ministry of Corporate Affairs (MCA), and Indian Institute of Corporate Affairs (IICA). These institutions have already set the wheels in motion and are playing an important role in making CSR a widespread practice and in ensuring success in reducing inequalities without risking business growth.

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The Evaluation And Assement Of Students: Myths And Realities (W.R.T. Management Education In India)

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ABSTRACT:

Last two decades have witnessed the mushrooming of management institutes/ B-schools across India. It is shifted from 'class' to 'mass' education. A few business magazines have tried to gauge the standards and quality of the B-schools in India. But, their methodology has raised a few controversial issues. We focus, in this research paper, on the aspects related to evaluation and assessment of the performance of students in management education.

It is a qualitative and phenomenological research based on secondary data. We conclude that lack of knowledge about various evaluation and assessment techniques results into poor standards and glorified evaluation results.

INTRODUCTION

The mushrooming of management institutions / business schools in India has posed several challenges. There is a lot of debate going on which focuses on various issues, especially with reference to the input quality of students, quality of faculty members, research, placements and infrastructure. However, the output quality (i.e. quality check of outgoing students) has not much attracted the researchers. With the increase in Business schools we have seen increase in grades of the students. Getting first class or "A" grade in MBA was very tough in the pre-1990 era. Now we see almost 60% of the students achieving this target, with ease. Does it mean that we have attracted more talented students to Business Schools than in the past? Or does it mean dilution of the standards of evaluation and examination?

Change from 'class' education to 'mass' education is a usual phenomenon, which is observed globally. Specifically in a country like India, where population growth is fabulous, it is almost necessary to have this shift from 'class' to 'mass' education. This has happened in almost every faculty of higher education (e.g. commerce, science, bio-tech., computer, engineering etc.). However, it is essential to address two important issues about this shift.

First, is about maintaining the quality and standard of such education. Sincere efforts are being made in the past on this aspect. These include – up-gradation of curriculum, making faculty members up-to-date, promoting research work, refresher courses for faculty members, numerous faculty development programs, development of pedagogical tools etc. This is more or less similar for various faculty of education, i.e. Commerce, Arts, Science, Engineering, and Management. However, we could not do anything on the deteriorating quality of input (admission of students) for various reasons. The reasons could be social (upliftment of backward class, poor people) or political (compulsions created by politics and politicians) or economic (reduced funding by the government, resulting into private, un-aided institutions).

Secondly, the disturbing phenomenon is not about shifting from 'class' to 'mass' education, specifically about professional courses like engineering, management etc. Rather, it is imperative for a country like India. But the shift of professional courses from 'professionalization' to 'vocationalization' shall be a matter of concern for all those who are at the helm of affairs. Alongside the granger attached to any professional course, there is a great deal of integrity, rigor, moral values and professional ethics which are required to be strictly adhered to. It appears that the direct or indirect impact of such rigor, values and ethics is decreasing day-by-day, specifically in the context of Management courses.

As a lot has already been done on the other aspects of quality and standard of management education, we have decided to focus on an issue of rigor and integrity of the examination and evaluation system of students undergoing various management courses. Surprisingly, we have found relatively less material on the issue. It appears that majority of the stakeholders of management education system have focused on superficial aspects like building, campus, hostel, internet facility etc. In comparison to that less number of researchers has focused on important aspects like curriculum, faculty members with doctorate etc. Even the periodicals and agencies involved in ranking of Business Schools have covered these superficial and cosmetic aspects, and hence, criticized. The real issue could be availability of reliable data, which might have forced these agencies to keep away such aspects related to evaluation. Thus, we have decided to focus on the same.

1. MANAGEMENT EDUCATION IN INDIA: AN OVERVIEW

Business education has a long history in India dating back to the 19th century. Early business schools were emerged from the "Commerce" stream focusing on the commercial side of business, seeking to fulfill the colonial administration needs of the British government. Their graduates joined the British government colonial bureaucracy,

usually at the clerical ("babu") rank. India's first business school - Commercial School of Pachiappa Charities – was set up in 1886 in the southern city of Chennai. In 1903, British government initiated secondary school level commerce classes at the Presidency College in Calcutta, with a focus on secretarial practice/business communication (shorthand, typing, and correspondence) and accounting. The first college-level business school was founded in 1913 in Mumbai (Sydenham College), and was soon followed by another in Delhi in 1920 (Commercial College, later renamed as Shri Ram College of Commerce). These business colleges imparted basic skills about the principles of trade and commerce to clerks and supervisors from fields such as banking, transport, and accounting.

The IIMs were not the pioneers of management education in India; they were preceded by departments of business administration (management education) in the 1950s in the four metropolitan universities of Bombay, Delhi, Calcutta and Madras. The best known of these are the Faculty of Management Studies in Delhi University and the Bajaj Institute in Bombay. IIMC and IIMA came up in 1964-65, while IIMB and others at Lucknow, Indore and Kozikode arrived in the 1970s, 1980s and early 1990s. The IIM name had become a respected brand because getting into them was a guarantee of the best job placements.

The 1990s have seen an emergence of Management Education in great number. From mere 100 Business Schools in early 1990s, the number has now increased to more than 4000 in 2012. The total number of outgoing students have crossed the mark of 2,00,000. All the Business Schools can be broadly classified as follows:

a. Fully-aided by Central or State Government (mainly, IIMs)
b. University MBA Departments,
c. AICTE-approved, University-affiliated Business Schools, and
d. AICTE-approved, Autonomous (Private, un-aided) Business Schools

This research work mainly focuses on (c) above. In this category, in Maharashtra alone there are over 1500 institutions with intake capacity of 60,000 seats.

2. LITERATURE REVIEW

A wide range of research work is available on the given subject. However, we have narrated only those which is related with either management education or with assessment, evaluation and grades of students or with both.

Juola, Arvo E. (1976) has stated about the grade inflation issue. He observed about the ignorance of the faculty members about the evaluation techniques. He, therefore, has emphasized on the need for faculty training in this direction. (Also, similar findings by Talia Bar et al (2009), Islam Shahidul (2009)).

Srivastava H. S. (1979) has listed several shortcomings of Examination System in India, such as, Emphasis on memorization, Subjectivity, Poor Content Coverage and certain Administrative issues. He also observed that whatever their limitations, examinations have come to occupy a very dominant position in our education system. Be this as it may; the modern reform point of view asserts that they should, as a part of sound educational strategy, be wisely employed to bring about qualitative improvements in education.

Sadler, D. Royce (1989) has elaborated the theory of Formative Assessment. A key premise of the theory is that for students to be able to improve, they must develop the capacity to monitor the quality of their own work during actual production. Instructional systems which do not make explicit provision for the acquisition of evaluative expertise are deficient, because they set up artificial but potentially removable performance ceilings for the students.

Pratt D. D. (1997) stated that policies, procedures, and criteria for the evaluation of teaching in higher education contribute to the marginalization of teaching within the reward structures of universities and colleges. However, these tend to devoid of the very substance through which academics derive a sense of identity -- their discipline.

Killen R. (2000) has elaborated 'Outcomes Based Education'. He insisted that OBE is not an "event" but a total approach to education. It is not something that has to be "fitted in to the timetable" but rather a set of ideas that influence the total school curriculum. If teachers want to succeed with outcomes-based education, they need to adopt the position that "there is no such thing as failure, only feedback and results . . . success depend on how well we process the feedback we get regarding our efforts".

Henry Rosovsky and Matthew Hartley (2002) have also referred to an issue of grade inflation of the students. They have insisted on the frank discussion of evaluation patterns and methods. They observed that meaningful distinctions have disappeared because of various reasons – one amongst them is lack of integrity and know-how of the evaluation techniques in the faculty fraternity.

Fraser et al (2003) have stated that South African universities are changing in several very important ways; their entry standards are changing, their programmes are focusing more specifically on the outcomes that learners are required to achieve, and their student populations are becoming m ore diverse. There is considerable evidence that the views and expectations about success held by lecturers and students are not always consistent. However, the perceptions of first-year students were not strongly correlated with either lectures or senior students.

Vipin Gupta et al (2003) have taken a historical review of the growth in the Indian business schools. They have stated that there are quality business schools in India, but the number is pretty low. Also, quality business education

does not necessarily lead to excellence. It is only a prerequisite for excellence. The stakeholders in the business schools such as parents, industries etc. shall insist on the need for strengthening of the quality education with the help of rigor in academics.

David R. King & William W. Jennings (2003) suggested that augmented instruction better met the requirements of high-quality education by resulting in significantly higher student learning, intended behavior changes, and satisfaction. There are also noteworthy implications for faculty. Augmented instruction appears to compensate for an instructor's lack of experience and leads to higher instructor evaluations.

Wimshurst, Kerry et al (2004) discusses the student characteristics which were found to be clearly related to academic success and failure – including gender, university entry score, and mode of enrolment. The paper also explores implications of the findings for "mass" higher education. It concludes that a profitable approach to research on student success and failure might be to investigate the strategies which students develop to effectively cope (or not cope) with competing life demands.

Devesh Kapur and Pratap Bhanu Mehta (2004) have stated that India is facing a deep crisis in higher education, which is being masked by the success of narrow professional schools. The veneer of the few institutions of excellence masks the reality that the median higher education institutions in India have become incapable of producing students who have skills and knowledge. The process neither serves a screening or signaling function nor prepares students to be productive and responsible citizens. It would not be an exaggeration to say that India's current system of higher education is centralized, politicized and militates against producing general intellectual virtues. The fact that the system nonetheless produces a noticeable number of high quality students has to do with the sheer number of students and the Darwinian struggle at the high school to get admission into the few good institutions.

Struvyen, Katrien et al (2005) have reviewed students' perception about evaluation and assessment in higher education. The paper reveals that students' perceptions about assessment significantly influence their approaches to learning and studying. Conversely, students' approaches to study influence the ways in which they perceive evaluation and assessment. Findings suggest that students hold strong views about different assessment and evaluation formats. However, when compared with more innovative assessment methods, students call the 'fairness' of these well-known evaluation modes into question.

Taras, M. (2005) wishes to clarify the definitions of the central terms relating to assessment. It argues that all assessment begins with summative assessment (which is a judgement) and that formative assessment is in fact summative assessment plus feedback which is used by the learner.

Pawan Agarwal (2006) relates the growth of higher education in India to the changing funding pattern and suggests ways to ensure that higher education remains both affordable and accessible to all. Higher education in India suffers from several systemic deficiencies. As a result, it continues to provide graduates that are unemployable despite emerging shortages of skilled manpower in an increasing number of sectors. Despite, its impressive growth, higher education in India could maintain only a very small base of quality institutions at the top. Standards of the majority of the institutions are poor and declining. There are a large number of small and non-viable institutions. Entry to the small number of quality institutions is very competitive giving rise to high stake entrance tests and a flourishing private tuition industry.

Wimshurst, Kerry et al (2006) identified a range of student demographic and biographical factors significantly related to academic success and failure. However, there was also evidence of pronounced differences in grading practices between different components (courses, programs, schools) within the institution. It concludes that the tendency of governments and other stakeholders to now champion performance indicators, along with the shifting focus toward quality 'outcomes', are likely to increasingly throw the strengths and weaknesses of institutional assessment practices into stark relief.

Sandhir Sharma (2008) has referred to the mushrooming of the management institutions in India. It is observed that majority of the faculty members are not well versed with new teaching and evaluation aids. The study found that the knowledge base of the faculty regarding the latest happening in the field of business was minimum and thereby affecting the future of business students.

Maria De Paola (2008) has investigated whether grades are used by educational institutions as a competition variable to attract and retain students. After controlling for students' characteristics, class-size, classmates' quality and degree fixed effects, it is observed that students obtain better grades and are less likely to drop-out when their degree course experiences an excess of supply. The author has concluded that the teaching staff on degree course facing low demand tends to set lower academic standards with the result that their students obtain better grades and have a lower probability of dropping out than they might otherwise.

Carless, David (2009) stated that Learning-oriented assessment represents an attempt to reconcile formative and summative assessment and focus all assessment on the development of productive student learning. Learning-oriented assessment comprises three interlocking dimensions: assessment tasks as learning tasks; student involvement in assessment; and the closing of feedback loops.

Handley, Karen and Williams, Lindsay (2009) reports on a study which sought to enhance engagement by giving students exemplar assignments annotated with feedback *before* submission of their final assignments. The exemplar facility was highly valued by students, although there were no quantitative effects such as an increase in students' assignment marks when compared with the previous cohort.

3. METHODOLOGY

This research is typically a qualitative research. Of the five types of qualitative research, this belongs to Phenomenology. A phenomenological study describes that meaning of the lived experiences for several individuals about a concept or a phenomenon (Creswell, 1998). As noted by Polkinghorne (1989), phenomenology explores the structures of consciousness in human experiences.

The researcher has wide experience (of more than a decade) of the University-based Examination System, especially with reference to Management Education. He is involved in various aspects of such system in various roles right from student to teacher to paper-setter to examiner to Assistant Director for the Centralized Assessment Program (CAP) of the university. In the process, he has discussed various issues and problems of the Examination System along with various students, faculty members, office bearers of various university committees etc. The researcher is also involved formally and informally in some of organized, University-level efforts towards Examination System Reforms. This research paper is an outcome of all such discussions (formal and informal), and it also involves various University-level reports related to the subject (published or otherwise).

Thus, the data analysis involves horizontalization (i.e., extracting significant statements from transcribed interviews). The significant statements are then transformed into clusters of meanings according to how each statement falls under specific psychological and phenomenological concepts. Finally, these transformations are tied together to make a general description of the experience – both the textural description (of what was experienced) and the structural description (of how it was experienced). The researchers have also incorporated certain personal meaning of the experiences.

4. PHENOMENA / INCIDENCES:

The experiences of the researcher/s along with those shared by others, to the researchers, cannot be spelled out in this research paper due to the limitations of the space. However, it is worthwhile noting some very interesting, special experiences, representative in nature, in the context of this research. These are listed below:

1. In a newly started institute, a student was quarrelling with the faculty member about the marks he got. His argument was that he got very less marks as compared to another student who has written almost similar answer for more marks. The faculty member could neither convince the student nor rectify his mistake.
2. Twelve faculty members involved in assessment at CAP have found guilty of negligence and have been debarred from the process of examination and other university works. Their mistakes are such as giving more marks than allotted, giving full / partial marks for totally wrong answers, checking answer sheets of the subjects which they have never taught in the life etc. All of them were duly qualified as per the norms with varying experience levels ranging from 3 years to 18 years of academic experience.
3. A few examiners have assessed more than stipulated (i.e. 60 answer sheets in a day's span of about 6 hours) answer sheets (ranging from 200 to 600 answer sheets) in a day's time. Some of them (only!) have been debarred from the examination process.
4. All the students in a row have got same (only passing) marks for a given subject/s.
5. The result of one of the subject was very poor. Hence, the appropriate university authorities have called the meeting of the member of Board of Studies along with the Paper Setting Committee and assessors. It is decided in the meeting that grace marks ranging from 2 to 20 (total marks out of 70) are allotted to each student, so that the result will be uplifted. (the researchers has seen this happening on more than five occasions, in the recent past.)
6. Revaluation and reassessment of the University-level examination has become a mockery. Almost all the students, who have failed in the subject, do apply for the same to the university. About 70% of them clear the subject in the process. Surprisingly, some of the students have passed some of the papers in all the semesters through this mechanism.

5. IMPORTANT OBSERVATIONS AND FINDINGS:

a) More than 80% marks are based on some or the other Written Examination/s. Thus, it is only a Memory Test of the Mugging Minds. Also, of these, 80% are based on the University-level, common examination. This leaves a very little room for institute-level evaluation.
b) The various skill-based (communication, team work, case study etc.) evaluations are often not used by the institution/s for institute-level marks for various reasons. The reasons could be either administrative (typing,

printing, Xerox of the material, distribution of the same, keeping record etc. to be done by the faculty member himself as the teaching assistant is not provided) or know-how related (conducting such skill-based evaluation techniques requires knowledge-wise well-equipped and up-to-date faculty member with judicious mind and less subjectivity).

c) The lack of experience and know-how about the teaching-learning process and evaluation techniques amongst the faculty members leads to a situation as described in some of the phenomenon above. Most of the faculty members are very weak in their subject taught. Further to that, they are not making enough efforts to improve on this count. Also, they are not making sincere efforts (or perhaps, not allowed to make serious efforts) towards development and innovation about evaluation and assessment techniques.
d) Almost all the management institutes are self-financed. They receive 95% of their revenue from students' fees. Passing and/or failure of the students in the University examination will have serious repercussions on the funding of the institute. Thus, institutes are unwilling to have very critical (or appropriately tough?) evaluation pattern.
e) The admission process of many institutes is really a doubtful matter. Most of the institute level quota is filled by those students who are ready to pay a huge sum. The institutes also prefer to have more seats than stipulated by playing tricks and tactics with the students duly admitted on merit so that these seats will be converted into institute level quota. This results into sub-standard input (high paying students), which is imperative for the survival and growth of the institutes.
f) Such institutes directly or indirectly suggest (or, force) the faculty members to adopt any means to have good results of the students. One of the evidence of this is the "Scaling down of the internal marks" in view of the University-level examination marks scored by the student, as adopted by some of the universities.
g) The change in the pattern of result is also a matter of surprise. In the early 90's, passing percentage (without any backlog, i.e. "All-Clear") of the students was 60, with the highest marks are ranging between 65 & 70 percentages. After two decades, passing percentage (without any backlog, i.e. "All-Clear") of the students is 90, with the highest marks are ranging between 75 & 85 percentages. This is not really an improvement in quality, if one analyses the quality of question paper, assessment, knowledge of the assessor etc. Rather, the quality of question paper has been diluted. There are 'guide-like books' available in the market making a fortune of business. Most of them are 'bad quality' *cut & paste* type books, written (copied?) by local faculty members. There is 'tuition-like classes' giving you the required *mantra* of success. Question paper pattern is not expected to change. Even the questions are more or less the same. Any student with average IQ and use of appropriate tools and tactics can reasonably achieve First Class (without much of the knowledge of the subject).
h) The process of admission to the course and passing out of the course is made very simple and without any rigor. This is partially due to 'mushrooming' of management institutes / business schools. There is a clear shift from 'class education' to 'mass education'. However, the objection is not for the said shift, but for the way of shifting which has made it a 'vocational qualification' from the expected 'professional qualification'.

CONCLUSIONS:

We have observed a phenomenal growth of the management institutes, courses and students in the past two decades. We are also trying to improve the quality and standards of these courses and institutes over a period of time. The process of accreditation is one of such step taken formally. Various business magazines (Business Today, Outlook etc.) have tried to rank institutes on various parameters. This is an informal way of putting pressure on the institutes to improve the quality and standards. However, both these efforts have barely given any importance to evaluation and assessment standards of the said courses.

Thus, we see a confusing picture where there are business schools with infrastructure facilities (and best pay-packages to the faculty members and also, other facilities etc.) even better than Indian Institute of Managements (IIMs). Yet, the output is not so recognized by the industry (i.e. poor placements). The real issue is what is the difference between IIMs and such institutes? Barring the difference between funding pattern, the real difference does not lie in infrastructure or qualification of faculty members etc.

The researchers are of the strong opinion that the gap between IIMs and other institutes can be bridged by benchmarking with IIMs in the context of academic inputs and rigorous evaluation of the students. More passing of students with flying color does not mean best quality of the output. It is high time that university affiliated management institutes shall make sincere efforts to improve the standards and rigor of the evaluation, examination and assessment of its courses. It is expected that some conscious efforts are needed in this direction such as refresher courses, faculty development programs etc. specifically designed for the evaluation, assessment and examination techniques of the students.

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Entrepreneurship Promotion : Are We Making Enough Efforts In This New Era Of Business?

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ABSTRACT:

Poverty and unemployment are two major challenges in India's development. Creation of employment can be answer for dealing with poverty and unemployment. Due to the demographic dividend now India has large section of population who is in working age and it becomes challenge to provide the employment to them. The entrepreneurship can be one effective alternative to deal with the employment issue. Entrepreneurs not only create employment for themselves but for others as well. Entrepreneurs can be effective drivers in the new age of business environment. Entrepreneurs are also innovative in terms their ideas of doing business and use of resources.

Recently the Indian government is implementing the programmes like NRLM and skill development etc. These are the efforts to create entrepreneurship especially in rural areas. Only financial inputs many times are not enough to promote business activities. However the entrepreneurship needs favourable entrepreneurial eco- system for flourishing. It is found that the entrepreneurs face lot of problems .

This paper is based on the discussions with several entrepreneurs from rural and urban areas and takes review of the constraints faced by them and suggest the kind of entrepreneurial eco-system required by the entrepreneurs to make them effective business drivers .

Key words: entrepreneurial eco-system, promotion of entrepreneurship , constraints in entrepreneurship

Introduction:

Poverty and unemployment are two major challenges in India's development. Due to demographic dividend now India is known to be the country of young people. There is 62% population in the working age[15-59 years] and more than 54% will be below 25 years . Creation of employment can be answer for dealing with poverty and unemployment. The challenges is also providing employment to this huge working age population.

For creating more employment entrepreneurship is one of the effective alternative. Entrepreneurs not only create employment for themselves but for others as well . Entrepreneurs have potential to bring changes in the economy. They bring wealth and prosperity for them and for others as well. The entrepreneurs are also important in any economy as they use resources innovatively. However the data suggest that India is not doing well in terms of entrepreneurship. The Global Entrepreneurship Index [GEI,2015] has ranked on 104 which is far below than other BRICS countries like China -61, Russia-70 and Brazil 100. The entrepreneurship involves lot of risks as many times the entrepreneur is testing new idea and hence in country like India the entrepreneurship is not appreciated by families and preference is given to the secured jobs. This was also proved by the recent study [2013] known as Global Entrepreneurship Monitor [GEM] . The study indicated that only 61% adults in the age group of 18-64 think entrepreneurship as one of the career option and this indicator is also low as compared to the other countries in BRIC group. Does it indicate that we are not able to provide the conducive atmosphere to flourish entrepreneurship in our country? Entrepreneurship will develop only if there is effective entrepreneurial eco -system. C. K. Pralahad [2005] defines an entrepreneurial ecosystem as a framework that allows private sector and social actors, often with different traditions and motivations, and of different sizes and areas of influence to act together and create wealth in a symbiotic relationship. The Cambridge dictionary defines symbiotic relationship as a relationship between people or organizations that depend on each other equally. The entrepreneurs has to depend on different entities in economy as well as in market. In other words it can be said entrepreneurial eco-system is a conducive environment which motivates individuals to explore their ideas .

Planning commission of India in its report on Angel Investment [2012] has stated that the entrepreneurial eco-system consists of 1] policy and regulatory environment 2] End consumers 3] Demand of funds 4] supply of funds 5] hard infrastructure 6] culture supporting entrepreneurship 7]Educational institution

For country like India it is important to see how we are making efforts to promote the entrepreneurship in rural areas and semi urban areas where moe population is concentrated. Secondly due to over burden on agriculture in terms of providing employment, it is necessity to promote entrepreneurship , it will also help to find solutions to multiple social problems in the field of education, health , energy and related to environment. Promotion of entrepreneurship will also help to diversification from agriculture. Within agriculture also lot of opportunities exists which will help for more employment creation . Other opportunities in terms of dairy and poultry development , promotion of tourism are also emerging in new economy. It is needed that we motivate people to take advantage of this changing environment which will promote entrepreneurship development.

Recently the Indian Government is making lot of efforts to create the employment and reduce poverty through variety of efforts especially through National Livlihood mission , vocational skill development etc. The paper tries to explore to find out whether entrepreneurial ecosytem is favourable for the entrepreneurs in rural and semi -urban areas.

Objective:

1. To explore the constraints faced by entrepreneurs and to assess whether the entrepreneurial eco-system is favorable to promote enterprises and sustain entrepreneurship.

Literature Review :

There are many studies which are focusing on understanding the constraints faced by the entrepreneurs. The constraints faced by the entrepreneurs reflect various components of entrepreneurial eco-system. A study in Pakistan[2013] covered 120 selected women entrepreneurs with snowball sampling from Bhawalpur area . The problems reported by the entrepreneurs were getting finance, marketing,getting appropriate personnel, lack of family supports and conflicts, , time, nonavailability of raw material, shortage of electricity , lack of community support, shortage of working capital and problems related to technology. Another study in Pakistan covered [2015] 375 women entrepreneurs from Sindh province in Pakistan. This study also reported similar problems like lack of family cooperation, lack of encouragement form the society, , lack of knowledge and skills , lack of training, lack of credit , poor financial management, inaccessibility of place of work , difficulties in transport facilities. G. Murugeshan[2014] pointed out similar problems of entrepreneurs in India like access to start-up finance, working capital management, no management skills due to lack of previous experience, lack of confidence and problems in marketing etc. A study by Selvamani and K. Uma[2015] had done the SWOT analysis of women entrepreneurs and under weaknesses reports similar problems like lack of knowledge in marketing and technical aspects , lack of effective business idea, limited marketing, limited risk taking , no skills for crisis management. A study by M.P.Naik had sample of 250 women entrepreneurs from three districts in Karnataka and listed variety of problems like marketing , lack of standardization, poor design and quality , competition and society's attitude to doubt the quality of product made by women entrepreneurs etc. A study by Rupali Khaire [2012] covered 700 women entrepreneurs in seven regions of Maharashtra. It reflected different constraints faced by women entrepreneurs like limited mobility, lower education complexity of financial instruments, lower technical and business know-how, , etc. A study in Himachal Pradesh [2007] covered 100 entrepreneurs and stated problems like financial problems , marketing problems , production related problems , competition etc. A study by Nagesh Kumari (2010) covered 100 enttrepreneurs in Coimbatore. The study showed problems like raising finance from banks, difficulties in marketing their products and services , lack of information about government schemes, lack of skills to think beyond present products and services and lack of training in managerial skills etc.

The above literature review shows that the problems faced by entrepreneurs show that the entrepreneurs face lot of problems from getting finances, marketing, technology related issues, transport, lack of support from family and society in general. These problems are faced by entrepreneurs from nearby countries, and most of the entrepreneurs have similar experiences in different parts of India. It shows that very negative environment exists for the entrepreneurs.

Methodology

This paper is based on two studies.

1] Case studies of 15 Entrepreneurs who started activities after skill development in Maharashtra [2013].

The entrepreneurs who had received the skill development training from RSETI [Rural Self Employment Training Institute] were selected . The trainees were carefully selected to ensure that they had got sufficient time to incubate their entrepreneurial activities. The detail case studies were made based on the in-depth interviews of entrepreneurs. The focus was to understand the process of starting the activities and constraints faced in the process and after starting the activity.

RSETIs are the training institutes managed by nationalized banks where some funds especially for infrastructure comes from central and state government and other funding is by the concerned banks. These institutes along with skill development[related to one trade] also focuses on other skills required by the entrepreneurs.

The in-depth interviews were conducted with the entrepreneurs , visits were made to their units and the available records were checked.

2] Other source of data comes from the In-depth interviews and focus group discussions with the entrepreneurs in different districts in Maharashtra [2012-15]. It was a mixed group of entrepreneurs who had received financial support under different schemes like SGSY [Now revised as National Rural Livelihood Mission] who were mostly women. Some others entrepreneurs had started their activities through other support or own funds.

Discussion

From the narrations of all the entrepreneurs it is evident that the entrepreneurship was not a easy journey for them but the road was very difficult and without much hand-holding support. These difficulties show the linkage with the components of entrepreneurial eco-system. The difficulties shared by them can be classified as below.

Table 1:Components of Entrepreneurial Eco-system and constraints faced by Entrepreneurs

Components of Entrepreneurial Eco -System	**Constraints faced by Entrepreneurs**
Policy and regulatory environment	Getting licenses and registrations ,complicated loan procedures, lack of standardization of products
End consumers	Changing demands and changing buying behaviour and customer care practices, lack of market, limitations to invest money on advertisement
Demand of funds	Putting own funds-no exploration with financial services [limitations on upscaling]
Supply of funds	No preference to bank loans, Lack of timely supply of credit ,lack of capital , complicated loan procedures and negative
Hard infrastructure	Transport and exposure to latest technology
Culture supporting entrepreneurship	Hand-holding support , lack of assets to give collateral , issues related to middle men and reduction in profit ratios
Educational institution /training	Need refresher training , lack of skills in record keeping etc.- to prove the scale of activity, hand holding support, poor designing of products

Brief about the entrepreneurial activities covered

The activities of the entrepreneurs who started after skill development were solar water heater repairing and maintenance, photography, tailoring and embroidery units , beauty parlors , computer and hardware repairing and maintenance , boutiques , mobile repairing . These activities were mainly concentrated in rural and semi-urban and urban areas . The size of investment varied from Rs. 6000 to 6 lakhs.

The other group of entrepreneurs who were covered under the study had variety of activities like spices production , pickles and chutney production, plant nursery activities , food supply , catering services , poultry and dairy related activities , ready-made garment shops etc. These activities were mostly concentrated in rural and semi-urban areas and some of them were group activities however majority were individual activities. Most of the entrepreneurs had availed some government schemes and got some financial support for investment. The size of investment ranged from Rs. 50,000 to 6 lakhs.

The literacy level of entrepreneurs for both the groups varied from illiterate to graduation .

Entrepreneurial eco- system and constraints faced by the entrepreneurs

1. Policy and regulatory Environment:

The major problems reported by the entrepreneurs were getting licenses and registrations ,complicated loan procedures, lack of standardization of products. Most of the entrepreneurs were not having knowledge about getting licenses and registrations required for their enterprise. There is also not a single agency which will give them this kind of information like getting licenses from different agencies. They also need technical knowledge like in case of food products how to get the shelf life of the product tested and how to decide the expiry date of the product. Similarly they also lack information that which kind of standardization tests are possible depending on the type of product. As their products are not having the standardization many times they fail to compete with the other player who already exist in the market. Some entrepreneurs reported of paying huge amounts to get these kind of registrations and licenses to the middlemen or some agencies .

It was found that most of the entrepreneurs whose entrepreneurial activity is of micro level they need more working capital than investment capital. Most of them reported that they have found it difficult to get loans from banks.

Even for big size loans the entrepreneurs have reported that they have to spend lot of time and energy to get the loans from the banks. Some of them also reported that they had to drop the idea of getting loan from the bank as the bankers were not able to understand the viability of their business and the complexities in fulfilling certain procedures. One may argue that in this era of internet it is easier to do certain procedures. However here the literacy levels and

skills in using such technology are limited.
On the other side especially the women entrepreneurs who got financial support under SGSY and NRLM scheme it was comparatively easier procedures and also had not to give collateral. It means that such kind of group approaches are more useful for the women entrepreneurs. On the contrary the women who had individual activities and tried to get loans faced lot of difficulties in getting loans.

2. End Consumers

The consumers are the most important component of the entrepreneurial process. The entrepreneurs shared that the changing demands of the consumers affect their business activities. The buying behaviour is also changing. The customer care practices have become necessary in today's competitive world. The entrepreneurs need to have knowledge about the changing trends in the consumer behaviour. Some entrepreneurs reported that when they adopted new practice of customer care like having telephone number or having email has improved their business. All most all the entrepreneurs shared that they do not have money to invest in advertising which would definitely improve the market for their products , they need the knowledge on how to do publicity of their products with minimum investment. They mostly have to depend on mouth publicity which puts lot of limitations to widen the customer base.

3. Demand of Funds:

Any financial system will think to respond to the demand for more supply of credit. It was reflected that the individual entrepreneurs were not keen to go to the banks and other financial institutions as they could not get most of the documents required also they had very limited assets and had no capacities to give guarantee and they preferred to use the informal sources of getting the financial support for investment or tried to use their own savings etc. In such situation upscaling of activities puts lot of limitations and the enterprise will not generate enough profits and the entrepreneur will not be able to address the changing needs of an enterprises in terms of using updated technology etc. Hence it is necessary that the entrepreneurs demand more credit and the suppliers of credit will have to create the conducive environment.

4. Supply of funds/finances for enterprises

The supply of funds or financing for enterprises is key input. However the analysis of investment pattern of the individual entrepreneurs show that very few had gone to banks and such financial institutions to get the supply of finances. Out of 15 cases only three had availed the bank loans. Some of the individual entrepreneurs have shared that they had negative experiences with bank. The major constraints reported by the entrepreneurs were lack of capital and lack of timely supply of credit, complicated loan procedures. Thus most of the entrepreneurs end using own resources for business activities. Thus it suggests that for supply and timely supply of credit there is need to have some innovation and at the same time the user friendly atmosphere in financial services is highly required.

5. Hard Infrastructure

Lack of exposure to latest technology , lack of skills to use the technology like internet and lack of effective transport facilities are some of the key issues related to infrastructural facilities. Transport especially poses difficulties in reaching out to market and for accessing raw material especially for the rural entrepreneurs.

6. Culture of Supporting Entrepreneurship

Culture plays important role in promoting the entrepreneurship. Entrepreneurship involves lot of risks and our culture is not supportive to risk taking. The secured jobs are given preference and many times the innovative ideas of the entrepreneurs will not get supported. The women entrepreneurs especially face lot of problems to get family support . Similarly due to patriarchal nature of society the women will not own assets and will not be able to give collateral. Similarly settling in the male dominated market for finished products and also the market of raw material . The women entrepreneurs had to spent lot of energy and resources in settling the raw material market as well as marketing of their own products. The issues of middle men in both type of markets and there by reduction in profit ratios was one of the major constraints. For the persons from rural and semi-urban areas the hand-holding support till their enterprise get settled and even after that to compete in the market from different perspectives is required. There are very agencies at present very few such agencies who will support to entrepreneurs . Especially who take initiatives under some governmental scheme for them there is no such guiding support to face the challenges of establishing and managing the enterprises .

7. Educational and Training Institutes

All most all entrepreneurs covered under these two studies reflected the need of project management skills. For

making the enterprises profitable it is highly required that the effective management strategies are used . The need of skills like proper record keeping was also obvious . Inefficient record keeping does not support to prove the scale of the activity which is highly required to prove the a scale of activity. Proving the present scale of activity is required when there is demand for credit to upscale the activity. Poor designing of product , lack of knowledge and skills in proper product designing and packaging also gives set back to the profits. It was found that the entrepreneurs learned many lessons through trial and error, but could not get the professional advise which was required. The process of trial and error has negative impacts in terms of wastage of resources and demotivation . The hand-holding support system is highly required for entrepreneurs having small investments and who are from rural and semi-urban areas.

Learnings from these two explorations:

These two explorations with the entrepreneurs suggest that many initiatives can be taken up for strengthening the present entrepreneurial eco- system.

1. We need to create positive policy and regulatory environment for entrepreneurship. Especially standardization processes and licensing should be made easier which would help the entrepreneurs to sustain in the market. Guidance services for such processes are urgently required. Easier procedures to get finances are also required urgently.

2. The training about changes in the market trends and latest practices in buying [like on- line purchasing] and newer practices in customer care is required.

3. The entrepreneurs should be motivated to demand more and more credit which would help to grow and sustain the business activities.

4. Overall improvement in terms of access to technology and development of skills in using the technology is equally required .

5. Strengthening of the present schemes to promote women entrepreneurs is also required.

6. The entrepreneurs from rural and semi-urban areas need continuous support and hence creating centers to provide the business development services or credit plus services is the need of time. The educational and training institutes need to take innovative steps to reach out to the entrepreneurs and provide them skill development training regarding various components of management of the entrepreneurial activities. Similarly there is need to create entrepreneurial attitude and skills among the youth through educational and training programmes.

Some Efforts to promote entrepreneurial eco -system :

Now some technology and as well as social sciences educational institute have started some innovative programmes . These institutes also have started Incubation centers to provide handholidng support to budding entrepreneurs . Tata Institute of Social Sciences and some other institutes also have started the educational programmes on social entrepreneurship . It is an effort to train the youth to take entrepreneurial activities to solve some social problems it also support the development of venture activities through Incubation center. Deshpande Foundation also is involved in similar efforts.

Considering the need to support in terms of funding to the entrepreneurs who have innovative idea , the recent initiative like National Conference on Innovation organized at Pune needs to be mentioned. It provided the platform for sharing of innovative ideas of entrepreneurs and link them funders and innovators.

Along with such efforts more incubation centers, more guidance cells for providing business development services are highly required to create the effective entrepreneurial eco-system. As now CSR spending has become mandatory promotion of entrepreneurship development can become one of the major agendas for corporates .

Conclusion:

Recently Indian Government is taking initiative to promote the entrepreneurship and skill development , however the focus should be on rural and semi -urban areas. Merely financing will not help but the overall eco- system for entrepreneurship needs to be strengthened. More number of incubation centers will be required which will provide the hand-holding support to up-coming entrepreneurs.

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"Corporate Social Responsibility Of Companies And Social Issues"

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ABSTRACT :

In Current rapidly changing business scenario where each and every Industry, company, organization are behind the aim that is profit maximization and wealth maximization.

As a social objective it is prime duty of any organization / company to pay back to the society. Even Government has taken the lead role in conveying the importance and need of corporate social responsibility to the corporate, companies, Industries.

This research aim to find and study the initiative taken by the organization for C.S.R. activities. Researcher also wants to study National Service scheme activities. For the study purpose researcher consider major five companies and observed their CSR & NSS activities.

This study reveals that organization through CSR activities promote education, health and environment. Researcher through this research study suggested that NSS and Companies can go together for development of society. If proper model is introduced for the same it will be very much useful for the companies and society.

Key Words - Corporate social responsibility (CSR), National Service scheme (N. S.S.)

1. Introduction:

Corporate social responsibility (CSR, also called corporate conscience, corporate citizenship or responsible business) [1]is a form of corporate self-regulation integrated into a business model. CSR policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and national or international norms. With some models, a firm's implementation of CSR goes beyond compliance and engages in "actions that appear to further some social good, beyond the interests of the firm and that which is required by law."[2][3] The aim is to increase long-term profits through positive public relations, high ethical standards to reduce business and legal risk, and shareholder trust by taking responsibility for corporate actions. CSR strategies encourage the company to make a positive impact on the environment and stakeholders including consumers, employees, investors, communities, and others.

Political sociologists became interested in CSR in the context of theories of globalization, neoliberalism and late capitalism. Some sociologists viewed CSR as a form of capitalist legitimacy and in particular point out that what began as a social movement against uninhibited corporate power was transformed by corporations into a 'business model' and a 'risk management' device, often with questionable results.[4]

CSR is titled to aid an organization's mission as well as a guide to what the company stands for its consumers. Business ethics is the part of applied ethics that examines ethical principles and moral or ethical problems that can arise in a business environment. ISO 26000 is the recognized international standard for CSR. Public sector organizations (the United Nations for example) adhere to the triple bottom line (TBL). It is widely accepted that CSR adheres to similar principles, but with no formal act of legislation.

Definitions of corporate social responsibility

The term "corporate social responsibility" became popular in the 1960s and has remained a term used indiscriminately by many to cover legal and moral responsibility more narrowly construed.[5]

Business Dictionary defines CSR as "A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express this citizenship (1) through their waste and pollution reduction processes, (2) by contributing educational and social programs and (3) by earning adequate returns on the employed resources."[6]

Social responsibility of an organization for the impacts of its decisions and activities on society, the environment and its own prosperity known as the triple bottom line of people, planet, and profit. Social responsibilities done by businesses are like clean and green environment , Education, Adopt a Village, Eye care, hospitals, school, etc. Social responsibility means sustaining the equilibrium between the two. This responsibility can be passive, by avoiding engaging in socially harmful acts, or active, by performing activities that directly advance social goals.

2. Objectives of the Study:

1) To study role of Companies in Social Corporate Responsibility.

2) To study activities of Social responsibilities done by Companies.
3) To study National Service scheme activities.
4) To study Companies Social work as CSR and NSS.

3. Scope:
The scope of this paper is to study the Corporate Social Responsibility activities carried on by the following companies and NSS.
i) CSR India
ii) Tata Consultancy Services
iii) Canon India
iv) Asian Paints
v) National Service Scheme Activities.

4. Research Methodology: Secondary data is used to collect the data for the research.

5.Corporate Social responsibility in various Companies:
5.1 Corporate Social Responsibility in CSR INDIA

CSR India is a consulting and project management firm engaged in promoting responsible business practices in India. Our goal is to advise and support companies in India to create a sustainable future for people and the planet and through this, to improve business performance.
The company work with their clients to define what responsibility means to them in their workplace, marketplace, community and environment. The company then creates custom strategies, policies and projects to drive business performance through the use of responsible business practices.

Vision of the company is to create a just and sustainable India.
Mission of the company is
To help organizations in India adopt responsible & sustainable business practices, thereby making substantial and lasting improvements to their performance while creating a sustainable future.

Values of the company
a) Integrity Company believes in doing the right thing, no matter how difficult it may be. We strive to make our actions consistent with the highest ethical standards and adopt a zero tolerance approach to unethical practices-especially corruption.
b) Impact Company strives to positively impact the lives of the people most in need by being catalysts for long-term change. Company inspires their customers and partners to make a genuine difference, across their various stakeholder groups and geographic locations.
c) Innovation Company believes that bringing a fresh perspective to problems that have prevailed for several years, often leads to more effective and efficient solutions. Innovation is at the heart of what we do.
d) Diversity At CSR India, They are committed to creating an inclusive ecosystem that values diversity of culture, thought and skill. They work hard to inspire our stakeholders to realign diversity and inclusion into their core values systems.

5.2 Corporate Social Responsibility in Canon India

The three core areas that Canon India supports are Eye Care, Education and Environment. The CSR policy aligns with the corporate philosophy 'Kyosei' which means living and working together for the common good. Their employees are encouraged to volunteer their time & skills and enjoy the experience of giving back to the communities in which they work. Canon Auto Ref-Keratometer was donated to the Vision Centre at Ferozepur Namak Village as part of Canon's Eye Care initiative.

a) Education: A government school in Ferozepur Namak Village and a government school in Maharaja Katte Village were adopted by CIPL. The school development was the prime concern with opening a resource centre, library, and providing training to the teachers being the key initiatives. Important sanitation essentials like washing hands before mid-day meal distribution were highlighted. Infrastructural development in the school including construction of toilets for girls, installation of solar panels, donation of benches, fans, installation of water taps for drinking water, painting the school premises, providing utensils for mid-day meals, durries to sit on, dustbins for every classroom and providing books for the library in school resource centre also took place. Sports kits including cricket, football, basketball, badminton and carom were also provided to the school for the children.

They are committed towards improving the life quality of people in the communities where we operate. They wish to be a company which is respected by people for its commitment towards social causes.
They aim to achieve this through their corporate philosophy 'Kyosei' which means living and working together for the common good. They have and They would volunteer their time & resources to the extent possible, towards various social causes. As a responsible company, They stand committed to the causes of Environment, Eye Care and Education. They also encourage employees to share their time and skills towards the causes they feel passionate about.

b) Adopt a Village

It was a proud moment for Canon India as it embraced Ferozepur Namak village which is situated in Mewat district, state of Haryana, Maharaja Katte Village in Kanakapura district, state of Karnataka & Karanjoti Village in Thane, Mumbai. This initiative made a difference to almost 1,50,000 lives. Canon India strengthened the three Es through the following services:

i) Eye care: A physical vision centre was established in the adopted villages. The centres provide support over adopted villages and neighbouring groups of villages. The local panchayat allotted the space for the centre, which remained open for four days in a week out of which two days were used for awareness campaigns around the village. The villagers were provided with medicines and spectacles. Also, the surgeries were conducted at the base hospital.

ii) Environment: Environment conservation is one of the crucial initiatives undertaken by Canon for its commitment towards the cognizance of a sustainable society. A solar panel was installed by CIPL which had a capacity of 10kwh with 39 solar plates on the rooftop of Logistics Operations site. This panel generates approximately 1500 units of electricity per month (providing for 10% of the site's electricity requirement). The panel is expected to generate 18,000 units of electricity which will reduce CIPL's carbon footprint by 17 metric tonnes. Additionally, another solar panel was installed at the service depot having a capacity of 1 kwh with 4 solar plates generating approximately 80 units of electricity per month. Canon also donated twenty solar panels to the energy production centre at Ferozepur Namak Village, Haryana. Installed on the roof of the government school in the village, these solar panels would enable 30 fans and up to 20 lights to be operational for 6 to 8 hrs in a day. Overall environmental development was highlighted through tree plantations and rain water harvesting.

c) Other Environment Initiatives

- Canon India has adopted green belts in Gurgaon in partnership with 'I am Gurgaon' NGO, DLF and Rapid Metrorail in order to contribute towards a greener tomorrow. Thousands of plants and trees were planted in the green belts. Canon India has also adopted and completed tree plantation in the green belts surrounding the metro stations in association with the Rapid Metrorail, Gurgaon.
- The corporate office has tied up with organization Jaagruti as part of their recycling initiative and received 100% recycled notepads in exchange of the waste paper collected from the office. Organizations like Goonj and India Vision Foundation were also supported through this initiative.

d) Canon Image Bridge

A Photography Exchange programme was organized between Canon India and Canon China. The main aim of the project was to share happiness with young ones across countries, build friendship and constitute a harmonious world through photography. The students were provided with the basic photography training through Canon Volunteers. The volunteers helped the students to record their school life in Canon cameras themselves. Few selected photos of this activity were made into beautiful exchange cards and given to the children of China through “Canon Image Bridge".

e) Employee Initiatives

The annual blood donation camps were organized by Canon India in Bangalore, Hyderabad and at the corporate office of Gurgaon. Over 1000 lives were saved through blood donations from 345 employees from Canon India and the neighbouring offices. Old clothes, stationeries and books were collected through collection drives organized by Canon India with an objective to support the adopted villages & schools.

Impact of CSR measures

- The quality of education improved in the government school through teacher's training.
- The interests of children were enhanced through the initiation of resource center and construction of a library in school. This initiative reduced dropouts significantly.
- The community was stimulated for school activities that helped reducing dropouts.
- Sports and other extra-curricular activities were introduced as a part of the curriculum.

- Eye care service (vision centre) was established to provide for the need of the local community.
- Comprehensive eye check-up measures were provided to all sections of society through Canon Vision Centre.
- The community was made aware about the eye ailments.
- Symptoms of blindness (cataract & refractive errors) were identified and managed earlier.
- Preventable blindness in children was recognized earlier and preventive measures were taken considerably.

5.3 Corporate Social Responsibility in TATA

JAMSHEDPUR: Tata Steel has been a forerunner in the cause of preservation and promotion of tribal culture and heritage and has worked with the tribal community to facilitate its holistic development. In continuation with its commitment towards the indigenous society, Tata Steel is organizing 'Samvaad', a 4-day global conclave for tribal population in the steel city, Jamshedpur from 15 to 18 November 2015.

At TCS, sustainability is seen as a state of being in balance between Corporate Economic Responsibility (CER) and Corporate Social Responsibility (CSR).

The guiding principle of TCS' Corporate Social Responsibility programs is "Impact through Empowerment," where empowerment is a process of strengthening the future today, so that risks are minimized, value created and certainty is experienced. They strive to ensure that the communities engaged through our CSR initiatives also experience certainty in their lives.

The core areas for TCS' CSR programs are education, health and environment. The choice of education as a theme flows from TCS being in the knowledge domain. Similarly, attention to the cause of health acknowledges that health is a vital precondition for promoting social good. Concern for the environment is in line with our belief that this global cause demands our attention to ensure a sustainable and productive planet. These themes are established centrally for adoption or adaptation across all geographies.

Developing innovative solutions to address large-scale societal problems by utilizing our IT core competence.

Volunteering for projects that address the felt need of communities in which TCS operates, while aligning with the core themes of TCS' CSR.

Participating in community development program championed by their clients. Partnering with select non-government and civil society organizations and other government bodies. Supporting large-scale causes such as disaster relief or any other cause as determined by the Corporate CSR Council**a) Eco-sustainability Services**

Driven by the cost and scarcity of resources, rapidly changing country and industry regulations, transformation in the competitive landscape, and increasing investor interest, boardrooms and chief executives recognize that sustainability is important for the future success of their businesses. TCS' Eco-sustainability services help you integrate sustainability into your business strategies to drive growth and innovation, profitability and brand reputation.

Empowered Consumers: Future Proofing Electric Utility Services In this TCS-Xyntéo webcast, experts explain how energy utilities can navigate the power landscape with consumers playing a pivotal role, and how they can undertake new consumer-centric business models to weave them into their mainstream business process.

TCS differentiates itself as a trusted partner helping you drive your sustainability agenda through its thought leadership in this space, ability to innovate and co-create solutions, rich sustainability and industry domain expertise and an established partnership ecosystem to provide end-to-end solutions:

They have published a series of thought leadership articles on the transformative opportunities across industries in transitioning to a low carbon economy. Leveraging our COINTM framework that connects several players in the technology landscape and creates true synergies in innovation, we co-create solutions in enterprise sustainability management, energy management and water management.

Leveraging a proven partnership framework, we actively build a strong partner ecosystem across all our solution areas that cover various emerging sustainability technology areas. TCS, itself is a leading eco-corporation, has received important awards and recognitions for its own sustainability performance.

At TCS, provide eco-sustainability services to businesses in the following dimensions:

b) Sustainability Strategy and Risk Management: Company supports you in shaping up your strategy by looking at sustainability as a lever for new growth channels and cost optimization through resource productivity. In addition, they help you identify risks for the business from a sustainability perspective and develop approaches to mitigate these risks. Also propose IT interventions that address the challenges in executing the sustainability strategy.

c) Sustainable Operations: We understand the area of consumption efficiency and optimization across resources such as materials, energy (conventional, renewable and low carbon energy), water and waste. We work with you to address the process challenges and enhance the visibility of sustainability data to help you better manage your sustainability performance.

d) Sustainable Value Chain: To create a significant impact, you must consider the environmental efficiencies in your entire value chain – specifically in the areas of raw materials procurement, their manufacturing and processing,

shipping and transportation, and use and disposal. Toward this, we focus on supply chain sustainability, low carbon logistics, product stewardship and sustainable consumption.

Within these sustainability dimensions, they provide the following solutions:
Sustainability Performance Management: Defining processes and systems to optimally manage sustainability performance of companies EHS Compliance Management: Defining processes and systems to optimally manage compliance requirements of companies Energy Management: Integrated energy management across the entire energy management lifecycle – diagnostics, metering and monitoring, energy efficiency implementation, tracking reporting and verification Supplier Sustainability Management: Designing supplier sustainability strategies and implementing systems to manage supplier sustainability information and to create visibility for driving product stewardship Product Sustainability: Lifecycle assessments and product engineering, based on Design for Environment (DfE) principles

5.4 Corporate Social Responsibility in Asian Paints

There is demand for increased CSR and environmental accountability on part of the corporates worldwide. Companies are being called upon to actively take responsibility for and positively engage with their communities, the global society and the environment. It is Important for corporate to recognize that their progress comes from society and they must give back to the society its fair due. As an organization Asian Paints has understood and implemented these 'Business Basics' from the beginning. It has produced cost-effective goods in a manner that is ethically, socially and environmentally responsible, and has always been sensitive about the impact of its business on all its stakeholders. At the same time, the Group has gone beyond the awareness of these social impacts by being willing to act upon them, to bring about a progressive change across the regions and communities within the influence of its operations and beyond.

This has been one of the reasons, apart from the good performance on the business front, why the Group has been able to gain a definitive mindshare of the stakeholders. Today, when the Group is at a juncture where it is aspiring to become a global leader, it is all the more imperative that it approaches the practice of CSR in a more focused manner. This report will take you through the numerous initiatives that the Group has been carrying out worldwide, primarily in the last two financial years, for the benefit of the local communities, and how these initiatives have brought about a tangible change in the better interest of these communities. From health to education, culture, environment and sports, the CSR initiatives of the Group touch all the important aspects of people's lives. In all the regions where the Group operates, there is sustained commitment to empower the local population and contribute to the growth of the region. Through its social responsibility initiatives, the Asian Paints Group will keep on trying to make a difference and give back to society a part of what it has received in terms of support and goodwill.

6. National Service Scheme :

National Service Scheme, under the Ministry of Youth Affairs & Sports Govt. of India, popularly known as NSS was launched in Gandhiji's Birth Centenary Year 1969, in 37 Universities involving 40,000 students with primary focus on the development of personality of students through community service. Today, NSS has more than 3.2 million student volunteers on its roll spread over 298 Universities and 42 (+2) Senior Secondary Councils and Directorate of Vocational Education all over the country. From its inception, more than 3.75 crores students from Universities, Colleges and Institutions of higher learning have benefited from the NSS activities, as student volunteers. In India, the idea of involving students in the task of national service dates back to the times of Mahatma Gandhi, the father of the nation. The central theme which he tried to impress upon his student audience time and again, was that they should always keep before them, their social responsibility. The first duty of the students should be, not to treat their period of study as one of the opportunities for indulgence in intellectual luxury, but for preparing themselves for final dedication in the service of those who provided the sinews of the nation with the national goods & services so essential to society. Advising them to form a living contact with the community in whose midst their institution is located, he suggested that instead of undertaking academic research about economic and social disability, the students should do “something positive so that the life of the villagers might be raised to a higher material and moral level”.

The post-independence era was marked by an urge for introducing social service for students, both as a measure of educational reform and as a means to improve the quality of educated manpower. The University Grants Commission headed by Dr. Radhakrishnan recommended introduction of national service in the academic institutions on a voluntary basis with a view to developing healthy contacts between the students and teachers on the one hand and establishing a constructive linkage between the campus and the community on the other hand.

On September 24, 1969, the then Union Education Minister Dr. V.K.R.V. Rao, launched the NSS programme in 37 universities covering all States and simultaneously requested the Chief Ministers of States for their cooperation and help. It was appropriate that the programme was started during the Gandhi Centenary Year as it was Gandhiji who inspired the Indian youth to participate in the movement for Indian independence and the social uplift of the

downtrodden masses of our nation. The cardinal principle of the programme is that it is organised by the students themselves and both students and teachers through their combined participation in social service, get a sense of involvement in the tasks of national development.

Community service rendered by university level students has covered several aspects like adoption of villages for intensive development work, carrying out the medico-social surveys, setting up of medical centres, programmes of mass immunization, sanitation drives, adult education programmes for the weaker sections of the community, blood donation, helping patients in hospitals, helping inmates of orphanages and the physically handicapped etc. NSS volunteers did commendable relief work during natural calamities/emergencies such as cyclones, floods, famine, earthquake, etc. From time to time all over the country. The NSS students have also done useful work in organising campaigns for eradication of social evils, and popularization of the nationally accepted objectives like nationalism, democracy, secularism, social harmony and development of scientific temper.[ ]

NSS volunteers generally work with villages, slums and voluntary agencies to complete 120 hours of regular activities during an academic year. As per the fundamental principles of National Service Scheme, a volunteer is expected to remain in constant touch with the community. Hence, it is of vital importance that a particular village/slum is selected for implementation of NSS programmes. As the NSS volunte4er is to live with the members of the community and learn from their experience during his/her tenure in NSS, the village/slum should be carefully selected for adoption by NSS unit.

6.1. Adoption of Villages

6.1.1 Adoption of a village and area is a very meaningful programme in NSS. It is far better to concentrate attention on one village and take up the task for development perspective, than to fritter away energy in many locations involving too many activities which may not be completed at all or where the follow up action may not be possible. From this point of view, village adoption programme should ensure continuity of work vis-a-vis sustained action, evaluation and follow up work.

Contacting Village/Area Leaders

6.1.2 As a first step in this programme, it is necessary to establish contact with more than one village which would help to select a village where 'Leadership' is well established. In other words, selecting a village with proper leadership is very important as the sustained follow up action and evaluation is ensured in such places. To start with, the NSS unit can take the help of the Block Authorities, District Panchayat Officer, District Tribal Welfare Officer, District Medical Officer, Extension Officer of Agriculture, Irrigation and Education Departments for the selection of the village. It is to be noted that the selected villages should be within a short distance from the college so that constant contact can easily be made.

Survey of the Village/Area

6.1.3 Before drawing up the plan of action, it is absolutely necessary to conduct a comprehensive survey of few villages situated at a short distance from the college. The assistance from the teachers and students of agriculture, economics, commerce, geography, statistics, home science, social work, medicine, psychology and education etc. have to be sought for the purpose. Conducting socio-economic survey can be an interesting field activity which has direct bearing on the curriculum of economics, commerce, statistics, psychology, health education etc. The report of such a survey will provide up-to-date information about the problems and potentials of the village and help in programme planning for village development. The applied field work will help the students to increase their analytical ability and deepen their thinking. Further, this will help them to identify the problems which have been left unnoticed. The survey work can also be accomplished with the help of PRA exercises (Participatory Rural Appraisal)

Identification of Problem(s)

6.1.4 It is on the basis of this need assessment that projects/programmes are to be formulated. The programme officers should use their discretion and should identify the projects which can be completed by seeking assistance from the communities/other agencies.

6.1.5 As the aim of adoption of village or area is to give new ideas of development to the villagers which would improve their living conditions. Once the trust of the communities is won, they start cooperating with the NSS volunteers and approach them for solution of their problems. One of the important services that can be rendered by NSS volunteers is disseminating information about the latest developments in agriculture, watershed management, wastelands development, non-conventional energy, low cost housing, sanitation, nutrition and personal hygiene, schemes for skill development, income generation, government schemes, legal aid, consumer protection and allied field. A liaison between government and other development agencies like Banks, IRDP, ICDS, NREP, DWCRA, JRY etc. can also be made.

6.1.6 The Programme Officers (PO) should motivate the communities to involve themselves with NSS for the community development work undertaken by the NSS unit. Further he or she will have to seek the help of various

government departments and agencies for technical advice and financial assistance. Therefore, he/she must establish lathes good rapport with the government officials and development agencies. For this, it is better if the administration is taken into confidence by prior consultations.

Completion of Projects

6.1.7 As already stated, the Programme Officer must select the projects very carefully as the image of NSS depends upon the successful completion of such projects. Successful completion of the projects can win appreciation and credit of the community'

Evaluation of Project

6.1.8 Every project should be evaluated after its completion by involving members of the community, Government officials and Panchayat officials. The NSS unit should learn from the lapses in the execution of the project and plan for the next project keeping in view the bottlenecks and constraints faced by them during the earlier project.

6.2. Adoption of Slums

Most of the colleges and universities are usually located in the urban areas. Due to long distance between the college campuses and the villages, the visits to the adopted villages by the NSS volunteers may become expensive and time consuming. In view of this, it is desirable to adopt slum especially by colleges located in urban areas.

Survey of the Slum

6.2.1 For adoption of a slum, there should be composite survey team consisting of students drawn from faculties like, Arts, Science, Engineering, Medicine, Home Science and Social Work etc. The selected areas should be compact and should be easily accessible for students. Areas with acute political conflicts may be avoided.

6.2.2 The issues pertaining to the identification of problems, project planning, interaction and coordination with the various departmental agencies, execution and completion of projects shall be undertaken on the same basis/lines as discussed earlier in the part 'Adoption of Villages'. The progress of projects should also be reviewed frequently.

Services in Slums

6.2.3 The slum, tenements, Jhuggis and Jhoupris can be adopted by the NSS units with the aim of slum improvement and check its spread. Under this, activities like providing water, water logging, sanitation, electricity, drainage, health and welfare services, life and living conditions, can be undertaken.

NSS volunteers for Slum Work

6.2.4 Taking into account the living conditions & status of slum dwellers of the slums, only highly motivated, adaptable, mature and skilled students should, be selected for slum development.

6.2.5 Following are the tasks which the students can undertake in slum areas:-

(a) As Community Investigators: They can prepare brief community profile on various slums in the city or town covering different amenities, services, and living conditions etc.

(b) As Community Workers: They can identify local leaders and in cooperation with them discuss local problems on which cooperative action can be initiated.

(c) As Programme Aides: Students can help the local communities' in launching a number of programmes like setting up a free milk distribution centre, sanitation drive, recreation, adult lad primary education, health projects like immunization. first aid centre, child care, nutrition classes, and free legal aid centres etc. They can also help in forming youth clubs, children's groups, mahila mandals etc.

(d) As Community Organizers: NSS students, after establishing rapport with the slum dwellers, can form community association to tackle local problems on a group basis with reliance on local resources, self help and mutual aid and with some minimum external assistance.

6.2.6 Some suggestions for Selection of slums

(i) There should be a socio-economic survey of the slum by a team of volunteers drawn from different faculties.

(ii) The selected area should be compact. There should not be more than 300 residents in an adopted slum.

(iii)The community people should be receptive to the ideas of improving their living standard. They should also be ready to coordinate and involve in the projects undertaken by the NSS for their upliftment

(iv) The areas where political conflicts are likely to arise should be avoided by the NSS units;

(v) The area should be easily accessible to the NSS volunteers to undertake frequent visits to slums;

(vi)The working in the slum needs commitment and hard work. Only sensitive and highly motivated NSS volunteers can find easy to serve in slum areas.

6.3. Coordination with Voluntary Organizations

It may be noted that the NSS unit has no financial resource to implement any programme in the adopted villages or slum on its own. Therefore, a successful unit has to closely coordinate with the government agencies and voluntary organizations working in this field.

6.3.1 After identification of the needs of the community and the selection of projects, the programme officer should look for the Government agency or a voluntary organisation who can assist in the completion of a

particular project. The different departments of the Government like forest, agriculture, adult education, health, child and family welfare, can render very useful assistance to the project pertaining to community work. Voluntary organisations can also help in forming public opinion in favor of NSS projects. Adult education samitis, Nasha Bandi Boards, Yuva Mandals and Manila Mandals can provide additional assistance to the NSs units. Similarly voluntary land statutory welfare agencies such as Community Centres, Residential Institutions for children/women, the Aged and Institutions for physically handicapped and disabled can provide a wide scope of the choice of service to the NSS volunteers. NSS volunteers can be placed with these agencies considering the inherent aptitudes and inclinations of NSS volunteers. NSS volunteers must be told to develop a sense of belonging and respect for the people with whom they are working. Working in close collaboration with these agencies will help the NSS volunteers in understanding the problems of a vulnerable section of the society. The work opportunities in the welfare institutions may be enumerated as under-

(i)adoption of welfare institutions and helping the inmates and staff by arranging outings, fund collection drives, reading and writing letters for those who are unable to do so;

(ii) propagation of the message of small family norms, health education, small savings drives etc;

(iii) working for improvement of physical environment;

(iv) programme of non-formal education and general literacy classes;

(v) organisation of economic development activities;

(vi) establishment of hobby centres and

(vii) assisting in the rehabilitation work of the disabled, destitute etc.

In addition, NSS units and welfare agencies can take up joint community development projects and other programmes of community welfare land awareness depending on the local needs.

6.3.2 The NSS Programme Officers should plan activities in the adopted village or slum in such a way that the leisure time of the NSS volunteers can be utilized in the service of adopted village or slum. Week-end visits to the adopted areas provide suitable opportunities to live with the community and know their problems and make an earnest effort to do something for them. Similarly efforts should be made to follow up the work done in the areas earlier. Such sustained efforts will flower into friendship between the NSS unit and the community. These activities can be arranged through one day camps and frequent visits under regular activities.

6.4 Special Camp

Special Camping forms an integral part of National Service Scheme. It has special appeal to the youth as it provides unique opportunities to the students for group living, collective experience sharing and constant interaction with community.

6.4.1.Special campings are organised generally on various developmental issues of national importance. In the past the themes of the Special Camping Programmes have been 'Youth Against Famine', 'Youth Against Dirt and Disease', 'Youth for Rural Reconstruction', 'Youth for Eco-Development' and 'Youth for Mass Literacy', 'Youth for National Integration & Social Harmony'. The current theme of Special Camp is 'Youth for Sustainable Development with special focus on Watershed Management and Wasteland Development. Every year 50 percent of the volunteers of each NSS unit are expected to participate in special camps which is of seven days duration.

Contributions of Special Camping Programme

Concerted efforts have to be made for a number of years for reconstruction activities in rural areas and urban slums for improving the living conditions of economically and socially weaker sections of the community. For this, the universities colleges land +2 institutions having NSS have a special role to play in collaboration with other Departments and local authorities engaged in Development work. They should adopt a village or group of villages/urban slums for intensive social development, where special camps are organized by them year after year to create tangible and durable community assets.

Objectives of the Special Camping programme

6.4.2 The primary objectives of the special camping programmes are:-

(i) Making education more relevant to the present situation to meet the felt needs of the communities and supplement the education of university/college/school students by bringing them face to face with the community situation.

(ii)To provide opportunities to students to play their due roles in the implementation of various development "programmes by planning and executing development projects, which not only help in creating durable community assets in rural areas and slums but also result in improvement of the condition of weaker sections of the communities.

(iii) Encouraging the students and non-students youth to work along with the adults in rural areas, thereby developing their character, social consciousness and commitment, discipline ad healthy and helpful attitudes towards the community:

(iv Building up potential youth leaders by exploring the latent potential among the campers, both students as well as local youth (rural and urban), with a view to involve them more intimately in development projects for longer

periods. The local leadership generated during the camps would also be useful in ensuring proper maintenance of the assets created as a result of the camps. (viEncouraging youth to participate enthusiastically in the process of national development, and promote national integration through democratic living and cooperative action.
Suggestive list of activities during Regular as well as Special Camping

6.4.3 The aim of the Regular and special Camping Programme is to bring youth face to face with the community and make efforts to improve their life. The NSS volunteers are to devote about 80 hours in Regular Activities for the development of the adopted village. Special Camping has been conceived as an opportunity to live with that community for 7 days, and experience the conditions and problems of the people. The NSS volunteers need to be inspired to take initiatives for the improvement of their condition. Although the focus of the Special Camps change periodically and regular programmes are organized in response to the community needs at the micro-level, some broad areas of activities are enumerated below:-

(a) Environment Enrichment and Conservation: Whereas the main theme for the special camping programme would be "Youth for Sustainable Development", activities aimed at environment - enrichment would be organized under the sub-theme of" Youth for Better Environment". The activities under this sub-theme would inter-alia, include:

(i) Plantation of trees, their preservation and upkeep (each NSS unit should plant and protect at least 1000 saplings);
(ii) Creation of NSS parks/gardens, Tarun Treveni Vanas.
(iii) Construction & maintenance of village streets, drains, etc. so as to keep the environment clean;
(iv) Construction of sanitary latrines etc.
(v) Cleaning of village ponds and wells;
(vi) Popularization and construction of Gobar Gas Plants, use of non-conventional energy;
(vii) Environmental sanitation and disposal of garbage & composting;
(viii) Prevention of soil erosion, and work for soil conservation,
(ix) Watershed management and wasteland development
(x) Preservation and upkeep of monuments, and creation of consciousness about the preservation of cultural heritage among the community.

(b)Health, Family Welfare and Nutrition Programme:

(i) Programme of mass immunization;
(ii)Working with people in nutrition programmes with the help of Home Science and medical college students;
(iii) Provision of safe and clean drinking water;
(iv) Integrated child development programmes;
(v) Health education, AIDS Awareness and preliminary health care.
(vi)Population education and family welfare programme;
(vii) Life style education centres and counseling centres.

(c) Programmes aimed at creating awareness for improvement of the status of women:

They may, inter-alia, include:

(i) programmes of educating people and making them aware of women's rights both constitutional and legal;
(ii) Creating consciousness among women that they too contributed to economic and social well-being of the community;
(iii) Creating awareness among women that there is no occupation or vocation which is not open to them provided they acquire the requisite skills; and
(iv)Imparting training to women in sewing, embroidery, knitting and other skills wherever possible.

(d)Social Service Programmes:

Depending on the local needs and priorities, the following activities/programmes may be undertaken:-

(i) work in hospitals, for example, serving as ward visitors to cheer the patients, help the patients, arranging occupational or hobby activities for long term patients, guidance service for out-door-patients including guiding visitors about hospital's procedures, letter writing and reading for the patients admitted in the hospital; follow up of patients discharged from the hospital by making home visits and places of work, assistance in running dispensaries etc.
(ii) Work with the organizations of child welfare;
(iii) work in institutions meant for physically and mentally handicapped;
(iv) Organizing blood donation, eye pledge programmes;
(v) Work in Cheshire homes, orphanages, homes for the aged etc.;
(vi) Work in welfare organizations of women;

(vii) Prevention of slums through social education and community action;

(e) Production Oriented Programmes:
(i) Working with people and explaining and teaching improved agricultural practices;
(ii) Rodent control land pest control practices;
(iii) Weed control;
(iv) soil-testing, soil health care and soil conservation;
(v) Assistance in repair of agriculture machinery;
(vi) Work for the promotion and strengthening of cooperative societies in villages;
(vii) Assistance and guidance in poultry farming, animal husbandry, care of animal health etc.;
(viii) Popularization of small savings and
(ix) Assistance in procuring bank loans
(f) Relief & Rehabilitation work during Natural Calamities:

This programme would enable the students to understand and share the agonies of the people affected in the wake of natural calamities like cyclone, flood, earthquakes, etc. The main emphasis should be on their participation in programmes, and working with the people to overcome their handicaps, and assisting the local authorities in relief and rehabilitation work in the wake of natural calamities. The NSS students can be involved in:-
(i) Assisting the authorities in distribution of rations, medicine, clothes etc.;
(ii) Assisting the health authorities in inoculation and immunization, supply of medicine etc.;
(iii) Working with the local people in reconstruction of their huts, cleaning of wells, building roads etc.;
(iv) Assisting and working with local authorities in relief and rescue operation;
(v) Collection of clothes and other materials, and sending the same to the affected areas;
(g) Education and Recreations:
Activities in this field could include:
(i) adult education (short-duration programmes);
(ii) pre-school education programmes;
(iii) programmes of continuing education of school drop outs, remedial coaching of students from weaker sections;
(iv) work in creches ;
(v) participatory cultural and recreation programmes for the community including the use of mass media for instruction and recreation, programmes of community singing, dancing etc.;
(vi) organisation of youth clubs, rural land indigenous sports in collaboration with Nehru Yuva Kendras;
(vii) programmes including discussions on eradications of social evils like communalism, castism, regionalism, untouchability, drug abuse etc.;
(viii) non-formal education for/ural youth and
(ix) legal literacy, consumer awareness.

The above is only an illustrative list of the type of activities that can be undertaken, Under the programme it would be open to each NSS Unit to undertake one of these programmes or any other activity which may seem desirable to them according to local needs, The NSS Unit should aim at the integrated development of the area selected for its operation which could be a village or a slum. It has also to be ensured that at least a part of the programme does involve manual work.

7. Findings:

After a detailed study of the CSR of the above mentioned companies, observed that they all promote education, health and environment. They organize various campaigns, where they educate people in various rural areas about the various health issues that they might face. A major part is that they empower women by providing education at a school level. They have also encouraged school children to participate in various sports like cricket, football, hockey, etc.

Since Environment is a very important part of a companies existence, they have also switched to using renewable resources of energy and alternative modes for sustainable development. Canon India has also provided 2 villages and its residents with solar panels. TCS has organized various programmes that help to provide relief to the disaster struck areas. Asian Paints has developed a programme for conservation of rainforests.
In NSS Regular activities and special camp activities are organised. Studdent volunteers are participating in these activities for two years.The total number of volunteers also remarkable.

8.Suggestions:

Along with education, environment and health, even poverty should be taken into consideration. Subsidies should be provided for the basic necessities and job opportunities should be increased. Clean potable water and nutritious food are facilities which are required and can be provided by such industrial giants. They should contribute to the development of better roads. They should keep a check on their pollution by proper disposal of industrial effluents and other harmful chemicals. They can provide shelter to stray and injured animals. They can tie up with various NGO's which work on these factors and require funding. In order to promote environment friendly behavior, the companies must also follow 'Green Accounting Policy'.

NSS and Companies can go together for development of society. If proper model is introduced for the same it will be very much useful for the companies and society.

9. Conclusion: Since, CSR is a very important factor and no company can easily survive without following this. Companies have to function in the society. According to the 'trusteeship principle' stated by Mahatma Gandhi, to function in the long run, any economic entity must give back to the society what they expect from it. If they do not conform with the social standards that are set for them by society then society will not allow them to exist.
If NSS and Companies plan activities together, it will be worthwhile.

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Ease Of Doing Commerce; Trade Production Dealing.

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ABSTRACT:

Since a noticeable preceding time a significant discussion is being focused on 'Make in India' campaign. Prime Minister of India ; Narendra Modi ; promised and called investors from the nation and also abroad that Bharat (India) will no longer be forced; controlled; compelled by rule- edict- directives i.e. license raj. Earlier the approach was totally discouraging. It was under the guise of approvals, regulations, quota system, and license. The result yielded was every thing was moving at a snail's speed. Unquestionably; with the passage of lead time; the tax reforms were taking place. And adversely hampering the progress**.**

Key Words: Make in India, - transformation – Campaign - Focus – Amenities – Initiatives – Deliver.
Methodology: Literature based {Empirical}, Opinion survey

Since a noticeable preceding time a significant discussion is being focused on 'Make in India' campaign. Prime Minister of India ; Narendra Modi ; promised and called investors from the nation and also abroad that Bharat (India) will no longer be forced; controlled; compelled by rule- edict- directives i.e. license raj. Earlier the approach was totally discouraging. It was under the guise of approvals, regulations, quota system, and license. The result yielded was every thing was moving at a snail's speed. Unquestionably; with the passage of lead time; the tax reforms were taking place. And adversely hampering the progress. The dismal situation / circumstances warranted the reformation-restructuring. The World Bank; published a sad state of report regarding the slipping of progress. At the world level; India ranked 142nd for 'ease of doing business. The main and major economic reforms also encircled 'ease of doing businesses. It is not related with releasing / loosening government's strong hold by employing the tools such as licenses, quotas, regulations, tariffs, documentation and the strictest compliance of rules – regulations – terms and conditions. Innumerable hurdles; countless pitfalls; lot of bottlenecks …. Leading to retardation in the growth and progress. The economists and the corporate world started pondering this aspect.

The challenge that is to be examined; explored and replied; is the government's role in fulfilling the assurance. As well as institute; prove sincerest and strictest adherence to the same. The Economic Times Report states that the report is embodied with identification of 46 essential action points necessary to accomplish the goal ; including the simplification of procedures – methodology – systems – law.. This covers: reduction in number of taxes; permitting on line payment; simplification of complex tax process; uniform code policy … however still many opine that; it is a wish list a determined push is required. Hartej Singh and others [A BITS] Pilani stated that their team undertook the Roof Top Solar energy projects in Tamilnadu. Domestic use of substitutes for electricity is becoming more prevalent now. This is a regulatory sensitive business. - - 'we stand to benefit from 'Make in India' campaign. Relying on imported stuff makes it risky owing to highly volatile Indian currency. More than 2 GW of PV module manufacturing is planned by International majors such as Trina Solar, First Solar, Sun Edison, and Canadian Solar. Another plan is by Indian majors such as Reliance & Lanco . --- shall be switching over to domestic procurement; once all this 'Make in India' capacity takes place. India could not achieve the progress for the reasons p[policy to political adamancy, adherence to a flawed socio – economic system , age old biases, due to too much democracy Make In India plans to make India the hub of manufacturing ; design ; innovation ; invitation for the world's businessmen to make India as their home '
'For years manufacturing has been lagging behind the composition of GDP of our country for a number of years; we have not capitalized on the huge labour divided in terms of numbers and wages. Ambitious plans have been drawn up to boost infra structure. – Roads; railways, ports, airports, shipping facilities, communication etc. For this to happen it is essential to Ease of Doing Business. The government has selected 25 sectors which will help India to put on Global Super Economic Power map ranging from automobiles, infrastructure, pharmaceuticals, textile, garments to innocuous sounding – wellness , hospitality

The "Make In India' initiative is based on four pillars. [1] New infrastructures: Availability of modern and facilitating infrastructure. Government intends to develop industrial corridor and smart cities to provide infrastructure based on the state of arts technology with modern high speed communication and integrated logistic arrangements. Innovation and Research activities are supported by fast paced registration system. [2] The requirement of skills is to be identified and accordingly the development of work force to be taken up. [3] New Sectors: 25 sectors are identified in manufacturing, infrastructure service activities and detailed information being shared through inter active web portals and professionally developed broachers. [4] New Mindset Change by bringing a paradigm shift in how government interacts with industry. The governments approach will be a facilitator and not a regulator.
Capt. Dinesha Gautama , President Nakar Corporation Ltd. expressed that ; ' shipping is a very capital intensive industry and all it's ancillary subsidiaries that supported the growth in India were based abroad. Ship building Industry

requires huge financial support, exemption from service tax, working capital with low rate of interest, SEZ status to ship yard , imports of components pressurizes on cost of components.

Mr. U. K. Joshi Director ASSOCHAM has opined that ‘’Make In India’ is making MSMEs’ sustainable. Micro – Small – Medium Enterprises are the back bone of economy and also the drivers of growth. This sector is highly dynamic and vibrant . With their inherent strength and resilience MSMEs have emerged as playing crucial role in large employment opportunities with comparatively low capital and also help in industrialization of rural and backward areas. There by reducing regional imbalances , assuming more equitable capital distribution. They also play a key role in the development of economy with their effective – efficient – flexible and innovative entrepreneurial spirit. MSMEs are globally considered as an engine of economic growth and as key instrument to promoting economic development. The major advantage of the sector is employment potential at low cost capital. It is witnessed ; supported by historical data ; that the slow down in manufacturing sector attributes to higher interest rates imposed on consumer durables. Several projects are delayed owing to red tapism. , lack of will power in decision making by the government. All these dormant attributes have scaled down the confidence level to revitalize the bearish sentiments in manufacturing sector , government has triggered the Make in India campaign to boost manufacturing sector He has stated the hurdles as below.

1 Absence of adequate and timely finance. 2 The infra structure facility is not to the desired level. 3. Limited capital and knowledge. 4 . Obsolete technology 5. Low production capacity . 6 . Ineffective marketing strategy 7. Taxes and regulations. 8. Non availability of skilled labour. ‘Make In India ‘is estimated to promote indigenization and import substitution. While imports of certain goods like crude is inevitable; many other products across consumer sectors like electronic white goods ; lighting ; consumables which are not technology intensive ; have a significant potential to be established by local enterprises. Further there is potential to incentivize investment in high technology / engineering import substitution and indigenization in many areas of health care , automotive, defense, electronics, telecom.. A strong support of industry association and academia is also needed to guide MSME foray in to areas where they can substitute imports. Integrate global value chain with MSME. Further MSME can be the backbone for the existing and future high growth businesses with domestic and foreign companies investing in the ‘ Make In India’ initiative. India has progressed from the production of simple goods to highly technological goods . E.g. electro medical equipment’s , pharmaceutical products , organic products , iron and steel articles Government has taken initiative for the development. Few of the schemes are :National Manufacturing Competitiveness Program. --- Micro and Small Enterprises Cluster Development Program. – Credit Linked Capital Subsidy Scheme for Technology Up gradation --- Credit Guarantee Scheme. Etc. The above schemes helped MSMEs a lot.

S. P. Shukla ; a Member of the Group Executive Board of Mahindra & Mahindra Ltd. And group President has expressed his thoughts ‘ Make In India’ program and it’s impact on Indian Defense Industry. One of the prominent factors ; is the intent to conduct an open dialogue Vijay Kelkar Committee [2005]d at creating Champions of Defense Industries . These nominations were from private sectors. Thus there is an indigenous defense industry to provide similar strategic befitting defense equipment/s. therefore there is an opportunity to the concerned ; in this sector ; to be committed and geared to rise to the occasion in the service of the nation.

Dr. Ganesh Natarajan Vice Chairman & CEO Zensar Technologies & Chairman NASSCOM Foundation gave his views on ‘ Digital India’s technology to power Make in India’. It is Rs. 1.1 Lakh Crores initiative. There are three key dimensions where robust action has to be seen in 2015. To convince the cynics that the government means business and the pathways towards digital India ; are indeed being created. [1] Laying down the physical and digital infrastructure that will be the foundation of all the significant nation wide initiatives. Once the national spread increases ; the network effect will see health – education – financial services and government interaction are available at one’s fingertips and an aware citizenry stepping up to contribute to the next wave of progress. [2] Fleshing out of the smart city program Platforms and software can be deployed to connect up demand and supply chains of lakhs of entrepreneurs engaged in ‘ Make In India project. This manufacturing renaissance coupled with e- Kranti program which envisages a slew of services The Pradhan Mantri Jan Dhan Yojana for financial inclusion and all encompassing e – health care , e – police ,and a host of e – Government services have the potential to truly transform expectations and reality. [3] Generation of digital literacy. And ITeS through robust PPP.

Ms. Mahanti Parasuram Head ; Marketing and Public Affairs Granados India Pvt Ltd. threw the light on ‘ sustainable development – the mantra for real growth. She vindicated “ When a nation’s GDP increases , the purchasing power of people also increases. It is estimated that nearly 85 % of the people will live in cities by 2050. Government is actively rooting for clean technology and energy efficiency in its endeavor to peruse low carbon growth . The shift in focus to renewable energy bodes well for India . The natural resources available in India should be used effectively and efficiently for the betterment of people. Poverty eradication , gender equality , affordable and reliable energy access to all inclusive , safe , resilient cities and sustainable management of water and waste are some of the country’s sustainable development goals. Stronger private sector engagement in the regional economy can

harness opportunities for export oriented production and greater participation in global & regional value chains can be created. "

The railway minister's budget provides an insight in to his vision His program envisages

1 IR to become prime mover of economy. 2. Resource mobilization for higher investment. 3. Decongestion of heavy haul routes and speeding up of trains [emphasizing on gauge conversion, doubling – tripling and electrification. 4 project delivery. 5 passenger amenities. 6 safety. 7 Transparency. 8 system improvement. 9. Railway to be continued as preferred mode of transport for the masses. 10 Sustainability. The execution is proposed through four goals. [i]To deliver a sustained and measurable improvement in customer experience. [ii] to make rail as a safer means of travel [iii] expand capacity , modernize infra structure. Increase daily passenger carrying capacity from 2 million to 30 millions. [iv] to make financially self reliant / sustainable Generate large surplus The Delhi Mumbai Industrial Corridor has been envisaged as a global manufacturing and industrial development. The campaign is focusing on the manufacturing sector. It is not going to be an easy task India is a unique country where there is a combination of democracy , demography and demand. As part of ' Make In India ' Campaign all hurdles related to starting / doing business will have to be resolved. So for each type of business [let it be trading – grinding – mixing – selling etc create the suitable model . For transforming India the mind set of Indians needs to be altered – renovated- moved - As per Financial Express Pune Edition (page 7 , Dt. 1st January 2016) ' top initiatives of the year 2015 , will shape India 2016'. The slogan for policy makers this year should be DEBATE – DECIDE – DO – DELIVER. . ---- We have a long way to go in terms of access to basic amenities or public goods. The goal of universal coverage of basic services like safe drinking water , toilet facility , kitchen spaces , … still remains unattained. In 'Business Standard Pune Edition(Page 5, 1st January 2016) it is opined that ' Agriculture needs to take center stage in budget. Conclusively , the campaign is superb. But needs to do lot and lot more.

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India – The New Age Bright Spot In The Global Scenario

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ABSTRACT:

India's growth story has created a buzz as it enters 2016 on the cusp of a critical growth recovery, which offers opportunities that may not be available to many of its emerging market peers that are more dependent on exports and commodities.

This research paper seeks to explore –

1. How India is projected as the fastest growing major economy.
2. Whether emerging markets are in crisis.
3. Lessons for China in the aftermath of the slowdown.
4. Important themes that are likely to shape Indian economy in 2016.

Key Words:

Emerging economies, policy trade – offs; economic rebalancing; micro-economic fundamentals; structural reform, financial volatility, fiscal consolidation; Index of Industrial Production (IIP); Purchasing Manager's Index (PMI); bumpy road.

Introduction:

Modest growth will be seen in the advanced economies in 2016 with the US performing relatively better, and a continued growth slowdown in the emerging economies, with commodities exporters being under particular pressure. Emerging Asia will remain the fastest growing segment of the global economy, with India continuing to register 7% plus growth. However, risks are weighted to the downside, with the possibility that a prolonged period of financial market volatility could impact confidence.

India enters 2016 on the cusp of a cyclical growth recovery with inflation within the Central bank's target and the economy benefitting from lower commodity prices. This offers India opportunities more than that of many emerging peers. On the other hand, Indian corporate and bank balance sheets, hit by the previous slowdown, are still being repaired and until this process of repair is complete, the ongoing economic recovery will likely to be muted.

Objectives:

The slowdown and rebalancing of the Chinese economy, lower commodity prices, and strains in some large emerging market economies will continue to weigh on growth prospects in 2016-17. Also added is the gradual exit from an accommodative monetary policy by the US – all downside risks. Global growth could be derailed on account of the spillover effect of China's rebalancing on other economies through trade, weaker commodity prices and increasing volatility in financial markets.

The objective of this research paper is to examine how India has created a buzz and it stands tall as the fastest growing major economy. In the process India has to go slow and steady in dealing with potential economic and policy threats such as inadequate infrastructure, exchange rate volatility and over-regulation. It has to prove that despite fear which clouds the streets, strong macroeconomic fundamentals will finally win.

Research Methodology:

This is a research paper which draws on secondary data of IMF, World Bank, UN Report and Central Statistical Organisation (CSO). The analysis examines the fact that India is an exception in the global scene with improved macroeconomic foundations and economic reforms. The Indian economy has shown a lot of resilience in maintaining growth during a time of ebbing global demand, falling commodity prices and weakening growth in emerging economies. A stimulating fiscal policy and fiscal consolidation is the need of the hour and should not hold back much needed capital spending at this point of time.

Main Paper:

The IMF has retained India's growth projections at 7.5% for 2016-17 and 2017-18 each, even as it cut its forecast for the global economy to 3.4% in 2016 and 3.6% in 2017. Growth in China is expected to slow to 6.3% in 2016 and 6% in 2017, primarily reflecting weaker investment growth as the economy continues to rebalance. India and the rest of emerging Asia are generally projected to continue growing at a robust pace, although with some countries facing

strong headwinds from China's economic rebalancing and global manufacturing weakness. Emerging markets and developing economies account for over 70% of the global growth.

Even as IMF retained growth projections for India's economy for the current financial year, it should be noted that it represents stagnation in growth compared to 2014-15. Besides, it also implied that growth would be only bit higher in the second half of the current financial year, since the first half yielded expansion at 7.2%.

Data provided by IMF also showed that India will have to diversify its exports to developing countries since they would see increase in their imports in 2016 and 2017 compared to 2015.

India is expected to be the fastest growing large economy in 2016-17, the World Economic Prospects 2016 Report by UN has pointed out. India's average GDP growth has been estimated to grow by 7.3% in 2016 and 7.5% in 2017, up from 7.2% in 2015. China will be increasing its GDP by 6.9% and 6.5% for next 2 years.

In comparison, GDP in S. Asia (India, Bangladesh, Pakistan, Nepal, Bhutan, Sri Lanka, Maldives and Afghanistan) is expected to grow by 6.7% in 2016 and 7% in 2017. India's economy accounts for over 70% of the GDP in S. Asia.

The major challenges to the economy in unlocking growth is the lack of suitable infrastructure, including energy and transport, delay in big ticket economic reforms like GST and a wide gender gap in employment. Falling crude prices is an important driver behind the country's falling import figures and a balancing current account deficit. But 20% of India's exports are in the category of refined petroleum products which have also suffered from falling crude rates.

Are Emerging Markets in Crisis?

The BRIC countries are no longer the darlings of the investment world; Russia has economically succumbed to falling oil prices and the effects of international sanctions. China had grown too fast, based on excessive debt, and has created bubbles in real estate and in the stock market. After decades of over 20% export growth, China's exports saw negative growth in November2015. Brazil's economy has slumped with fall in crude oil and other commodity prices.

Global factors are thus indicating a bumpy road in 2016. The Chinese economy which was just 9% the size of the American economy in 1993, is now 59%.

The volatility in China's financial markets have limited direct effects on other emerging economies. It speaks of the difficulties inherent in the process of reform and rebalancing on which the Chinese authorities embarked in Nov 2013 and the difficult policy trade-offs that the authorities may be finding increasingly difficult to keep in balance. For eg, a significant weakening of the yuan will undoubtedly have negative consequences for the global economy as a whole as it will result in even stronger deflationary pressures.

IMF has called for demand support and structural reforms to contain the risks. For advanced economies, where inflation is still below the target rate, it suggests accommodative monetary policy continues and fiscal stimulus programmes should be provided as needed and fiscal consolidation, where required should be growth friendly and equitable.

Prospects of a gradual increase in US interest rates coupled with financial market volatility have led to tighter external financial conditions, declining capital flows and further currency depreciations in many emerging economies.

China's topsy turvy stock market and deteriorating currency are roiling global markets. Brazil and Russia have entered deep recessions. However, a financial crisis in emerging economies is less likely than the scary headlines and global market turmoil suggest. The fact is that most developing countries are in much sounder shape than they appear at first. In recent years, most emerging economies have not added enough debt, relative to the size of their economies. Over the past decade, Malaysia's private debt-to-GDP ratio has risen by 18.5% points, Indonesia by 12.5, India by 17, and S Africa by 11, according to data provided by Capital Economics. By comparison, before the 1997 financial crisis, that ratio had surged by nearly 100% points in Thailand and well over 50 in Malaysia.

Many developing economies are much better prepared for external shocks as well. In many key emerging markets, most of the new debt is denominated in local, not foreign currency; that makes them less vulnerable to weakening currency and capital outflows. Foreign exchange reserves also beefed up substantially. According to World Bank data, Indonesia had accumulated $112 billion in reserves by the end of 2014 – six times higher than in 1996, before the Asian financial crisis. Thailand's pile at $157 billion, was four times bigger. In India, the reserves stood at only $5.6 billion in 1990, ahead of its near-debt crisis; by 2014, they had grown to $325 billion.

Of course, there is always a chance that a blow-up in one country could spread throughout emerging markets, as happened in the late 1990s. in such panicked circumstances, the differentiated conditions of individual economies cease to matter very much.

Still emerging economies have proven remarkably resilient amid the traumas of the past 3 years. Concerns over the impact of Federal Reserve tightening have led to a stampede of capital out of emerging markets at different periods since mid-2013. In the last quarter, outflows hit an all-time record of $270 billion – larger than the amount that fled during the depths of the 2008 financial crisis. Currencies across emerging markets have tanked as a result. Indian

rupee has lost about a fifth of its value against the dollar since mid 2013, and Indonesia's rupiah a third. The Russian ruble is worth less than half what it was only 18 months ago. Yet, despite these stresses, no major emerging economy has tumbled into a full blown crisis.

The negative reaction in India's markets is borne out of fear. Fear about China slowdown, currency and policy mistakes in China and fall in oil prices are making investors nervous. It is not justified by the fundamentals. Oil below $30 increases the risk of credit defaults, posing a threat to the global economy. By itself low oil prices will not lead to recession. India has done better than other emerging market currencies. The Indian currency is down 7.8% but not the same as in other emerging markets. Russia's fell 55-60%. Macro fundamentals in India are good and we have a good Central Bank. Even if there is some weakness it will be limited compared to other currencies.

Lessons for China:

China's slowdown along with the slump in commodity prices, prompted the IMF to cut its global forecasts. A slowing economy and shift to consumer-led growth is hurting industry in China. China will experience a "bumpy landing" in the coming year.

China's main stock index fell nearly 10%. This is a dramatic warning that it is time to make fundamental changes in the way they manage the economy. The Chinese economy is growing nearly 7%, down from 10.6% in 2010, but still a healthy pace. The boom was fuelled by lavish investment and spending as well as profligate borrowing. China's Central Govt orchestrated that binge by pumping billions of dollars into the economy in the aftermath of the 2008 global financial crisis and by failing to to enact reforms that would make it easier for private and foreign companies to compete with inefficient state owned enterprises. Chinese officials also used state-owned media to encourage individual investors to pour their savings and borrowed money into the stock market, leading to a massive bubble. When market started to tumble over the summer, the Government blamed rumourmongers and speculators, and ordered firms and state-owned companies to keep buying which simply disguised the underlying problems.

Instead of trying to micro manage stock prices, China should be strengthening the economy foremost by shifting its emphasis from **investment to consumer spending and services.** China can no longer grow by taking people off the farm and putting them to work in factories. It needs to move people into white-collared jobs. It should help create more such jobs and make the economy more competitive by easing the way for private companies to get into industries like telecommunications and insurance currently dominated by state owned corporations.

China also has to clean up its **financial system.** Many businesses and local Governments have borrowed billions of dollars to build high speed rail lines, real estate developments and other projects. The Government should encourage lenders and borrowers to quickly **restructure loans** that paid for those projects so that banks are not crippled by bad debts.

China's dealing with its problems has far-reaching implications because it has become such a big part of the world economy. It is one of the biggest consumers of oil, soyabean and iron ore and when demand falters, economies in Brazil, Saudi Arabia and S. Africa suffer. Even industrialized economies like Germany, Japan and US are vulnerable, because they sell manufactured goods to China and many MNCs have invested a lot of money in the country. Devaluing the currency, the renminbi will aid the domestic economy by raising China's exports and reducing its imports, but at the expense of the rest of the global economy. A Command and Control approach to economic management will not produce the results of the past.

The Themes that will drive the Indian Economy:

Concerns over the US rate cycle and China growth have hurt flows into emerging markets. Following are some of the themes that are likely to slowly and steadily shape the Indian economy in 2016.

1. **Gradual Growth Recovery :**

Growth will be driven by a faster rise in **Consumption**, rather than **Capital expenditure.** Higher real disposable incomes, lower borrowing costs and the income boost from the Pay Commission hike will further boost urban demand. Rural demand should improve, if monsoon is normal. Government's thrust on infrastructure investments may be constrained given the added burden of Seventh Pay Commission, while under unutilized capacity in the manufacturing sector is likely to prevent a substantial acceleration in private sector capital expenditure.

The **Diwali Effect** regularly impacts Oct and November data. Consumption rises during the Dussehra-Diwali period due to bonuses, the traditional annual buying and with holidays, manufacturing falls. It is hard to deseasonalise this effect, since festive season wanders across 2 months. By clubbing Oct and Nov 2015, we can average the Index of Industrial Production (IIP) values and compare those to similarly averaged period of Oct-Nov 2014. The averaging leads to a small positive change in IIP in Oct-Nov 2015 combined. This indicates growth in manufacturing slowed but it was still growing in Oct-Nov 2015. There are further worries in that the Manufacturing PMI (Purchasing Managers' Index) for Dec has a negative value, under 50. This suggests contraction in December 2015.

Thus **investment recovery** will be mainly led by implementation of stalled projects and FDI inflow. At the margin, consumption demand will outpace capital expenditure demand.

2. **Stable Inflation Outlook:**

After falling sharply in 2015, CPI inflation is expected to average 5.4% in 2016 from 4.9% in 2015.However lower oil prices, weak wage growth and ample manufacturing spare capacity offset the upside risk from rising discretionary demand. RBI is expected to deliver a final 25 basis point repo rate cut in Q2 2016. Beyond this, with inflation expectations still elevated and little headway in farm reforms, it will be challenging to lower inflation to RBI's medium-term inflation target of 4% (March 2018), particularly with the output gap likely to close gradually.

Low inflation indicates a greater balance between domestic demand and supply conditions and would help India's private sector remain internationally competitive. And because Corporate profits are an important source of Government revenues, stronger corporate profits will support the Government's **fiscal consolidation** efforts. Corporate taxes at 17% contributes to a significant portion of Centre's revenues. However, while the pay revision for central Government employees and pensioners is likely to boost demand, it also poses a challenge to fiscal and inflation management.

3. **Quality of Fiscal Consolidation:**

The Government's objective of fiscal consolidation without compromising the **quality of consolidation** looks challenging. The once-a-decade hike in government employee salaries and pensions and the "one-rank-one-pension scheme will cost the Government 0.5% and 0.4% of GDP respectively Add to that

the 0.4% of GDP fiscal consolidation envisaged (from 3.9% in FY 16 to 3.5% in FY17) and it becomes clear that the Government needs to create savings and additional revenues of almost 1% of GDP.
Higher tax collections from excise duties on petroleum products, a hike in the service tax rate and significantly higher asset sales can partly plug the gap, but the fiscal deficit target of 3.5% of GDP cannot be achieved without a slight cutback in capital expenditure. The Government will have to increase its dependence on off-balance-sheet sources of financing of infrastructure projects.

4. **Problem of Plenty:**

   Low commodity prices remain a positive for India's external sector. Despite the divergence between domestic(faster) and global(slower) growth, India's current account deficit is expected to narrow to 0.5% of GDP in 2016 from 0.7% in 2015. Moreover financing the current account deficit should be even easier. Net FDI inflows are expected to rise to 1.6% of GDP in 2016 due to strong **pull factors** such as relaxation of FDI norms, emerging new growth avenues like e-commerce, Railways and renewable, improving domestic growth and **push factors** like slowing China.

5. **Legislative Reforms:**

   Among legislative reforms, the **GST Bill** remains the litmus test. Strategic disinvestments from loss-making PSUs, the Bankruptcy Code and the amendment to the RBI Act are other key reforms that could help. Overall we cannot expect any fireworks, but a gradual growth recovery and benefits from lower commodity prices may support the **slow and steady cycle in 2016.**

Conclusion:

There is a need for policy makers in emerging markets and developing countries to redirect activity to **new sources of growth.** These economies also need to press on with **structural reforms** to remove infrastructure bottlenecks, facilitate a dynamic and innovation friendly business environment and bolster human capital through reforms in education, labour and product markets.

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Impact Of Innovation And Managing Technology Based Business For Entrepreneurs

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ABSTRACT:

Technological Innovation and Entrepreneurship embraces mainly two areas: the organization, development, and commercialization of technology-based innovation in existing firms; and the formation, development, and growth of technology-based new enterprises. Technology and innovation businesses also cover a wide range of industries. These businesses may focus on activities such as researching and developing new products or providing innovative solutions to existing processes. This paper highlights problems faced by the entrepreneurs globally regarding businesses to stimulate technological innovation and strengthen the role of small business in meeting research and development needs and increase business participation in this role. This is a qualitative paper and its study is based on the Secondary Data collected from different sources.

Keywords: Innovation, Technology Management, Technological Entrepreneurship, Technological business

INTRODUCTION

Technology trends seem to come and go with frightening regularity, some have a lasting impact on business. These are ones that change the way businesses operate and provide dramatic improvement for those that adopt them. Such technologies help organizations become operationally lean, agile and responsive, increase effectiveness and improve outcomes. Innovative technology also empowers executives, managers and workforces to operate their businesses more effectively.

Technology innovations – big data, business analytics, business collaboration, cloud computing, mobile technology and social media – can enable new computing methods for the lines of business and IT in any industry as they strive to unlock full value from people, process, information and technology investments. Innovation process is working and cranking out the new products that need to grow the business. But the reality is that over half of the companies out there are dissatisfied with their innovation.

Often, the response is to install new product development processes hoping to see big gains. But the result is usually just bureaucracy, more overhead, and frustration leading to a process that entrepreneurs are constantly searching for a way around. The goal of any innovation process must be to generate more money in the future - more money than the operations would generate without new products and services.

In today's market for companies that cannot continually envision, conceptualize, and bring innovations to market that customers perceive as high value. Not only is it critical that businesses innovate and implement products and services in highly profitably ways, but also in the infrastructure of people and processes that enable a business to compete and win. The need to continually deliver more and higher value to the market is critical to every company's ability to compete, yet many companies spend little or no time preparing their people to think and work in ways that will bring this about.

Companies may end up on tread-mills of improvement and work to squeeze every penny from current products and every internal group in order to maintain margins and profit goals. These efforts end up leaving no time for any truly innovative new products (or services) to be developed since everyone in the organization is working maximum effort to maintain a profitable status quo.

OBJECTIVE OF THE STUDY

1. To understand the requirements for successful innovation.
2. To study impact of Innovation and Managing Technology by entrepreneurs.

RESEARCH METHODOLOGY

The study is based on the Secondary Data collected from different sources. In this method researchers found out the information through referring various books, research papers, Journals, web sites and through general observation on the whole. For the study, the researcher had decided to follow a qualitative approach and therefore the research methodology included a theoretical study and empirical study. The study is based on the primary and secondary sources collected from different sources like Ebsco, Emerald, Scopus, Jstor, Thomson Reuters and Google Scholar. Information has also been gathered from secondary data sources from books, articles that aid the study of sustainable development. managers. For the study, the researcher had decided to develop a theoretical framework and therefore the research methodology included a theoretical study and an interview schedule.

Literature Review

n a global, complex and very dynamic economy, companies must pay much more attention to a growing number of information sources in other to be prepared for changing conditions in markets, launch of new products and technologies and an increasing competence all over the world.

Innovative potential of environmentally conscious entrepreneurs, called ecopreneurs, will encourage more startups that would create the environmental technologies needed to address our environmental problems, Thaddeus McEwen. Ecopreneurs gain core advantages over traditional entrepreneurs by forming mutually beneficial relationships with corporations, community Organizations and governments: corporate relationships allow Green-Works to charge more for its products as firms are eager to purchase socially responsible products and services; community ties provide affordable labour alternatives and funding options; and government networking allows the company to push forward stringent environmental regulations that parallel its core values. Dixon, S. E. A., & Clifford, A. (2007).Ecopreneurship can be seen as one of several waysof doing business in a more environmentally friendly way. It is conceptualized as the intersection of entrepreneurship theory and sustainability studies. A non-exhaustive list of three sub-concepts of Ecopreneurship is identified and discussed: Eco-Innovation, Eco-Commitment and Eco-Opportunity,Melay,Ivan Kraus, Sascha 2012

The economic side of the term“Innovation”. Drucker stated that innovation does not have to be technical. It is an economic or social rather than a technical term. It can be characterized in supply terms as changing the yield of the resources. But in modern economy it can be defined in demand terms as changing the value and satisfaction obtained from resources by the consumer. Drucker have proposed the term of “systematic innovation” that depends on purposeful and organized search for changes, and on the systematic analysis of the opportunities such changes might offer for economic or social rather than a technical term. Ecopreneurship is also important because eco-innovations will be the future competitive advantage of companies and countries. They argued that if companies and countries want to be successful in the international market, they cannot rely on having low cost as their competitive advantage; but rather on new and innovative environmental technologies, services and processes which will be the more important sources of competitive advantage. The long term sustainability of our economic system does not depend only on quantitative growth, but also on the ecological aspects of the growth and sustainable development (Klimova & Zitek, 2011, p.2).

Figure 1

Systemic approach to innovation - eight interwoven areas

Figure 1 indicates factors of successful Innovation

The focus will be put on product, service, process and technology innovation, as these areas have a more direct connection to the manufacturing within the VEE and their performance is therefore easier to monitor. On the other hand, the impact of market-ing, strategy or organizational innovation is less tangible, long-ranging and difficult to quantify.

Measuring the performance of ongoing innovation processes demands the ability to predict its output and to monitor its impact. This performance measurability directly decreases with rising uncertainty. Therefore it is in principle possible to measure the performance of incremental innovation, since these changes apply on existing structures with existing measurement routines. Measuring the performance of radical innovation on the other hand, is a significantly more challenging task, since the outcome of these processes is usually unexpected and their impact is not to be predicted. Innovation management with a focus on identifying strengths and weaknesses in the Management. The strength of ties to and cooperation with established industrial players and co-investors as a key to success. The need for more focus on core parameters for profitability like scale potential and market potential The need for letting programs be designed to easily scale the financing of projects, both up and down.

Figure - 2

Mean ranking of critical factors by degree of importance

Source: "Cross-Functional Cooperation with Design Teams in New Product Development" - Bo-Young Kim and Bum-Kyu Kan*

In the past, designers were responsible for the form and the visual aspects of a product: after making significant decisions in the upstream process, the role of design was rarely delineated in representations of the product development process. However, in a customer-based business paradigm, an understanding of costumers and new market trends is driving the role of the in-house design team to be one that is involved in developing the emotional dimensions of products and services

Figure - 3

Figure 3: critical factors of innovation

The chart shows that Companies relied heavily on patenting to protect their investments in R & D.

Innovation we need now must be business needs driven. We interpret needs driven as indicators that focus on business needs that must be satisfied in order to reach a higher likelihood of commercial success.

A description of the technology or service focusing on scale potential compared to existing solutions on the market

Develop and apply more milestone based criteria for financing All kinds of innovations, whether they are new products, services, processes, business models,

technologies or marketing, should from a business perspective be evaluated by their effect on performance – i.e. reduced costs or increased revenues.

Figure - 4

Factors / Range	Minimum	Maximum
1. Commercial risk and feasibility	26%	30%
2. Team's skills and competencies	15%	15%
3. Commercialisation strategy	10%	15%
4. Technical risk and feasibility	8%	10%
5. Intellectual property protection	5%	11%
6. Technology innovation	5%	10%
7. Project champion	4%	5%
8. Project sponsor/executive support	5%	5%
9. Alignment with strategy of organisation	3%	5%
10. Investment management	2%	5%
11. Product availability at launch	0%	4%
Total	100%	100%

Source: George C. Hartmann and Mark B. Myers, ''Technical Risk, Product Specifications, and Market Risk'', in Managing Technical Risk:

The critical risk factors for technology add a new dimension to business which is not the same as new products since it requires new knowledge and experience. It is new technology that often drives paradigm shifts, which then generate new product-market opportunities and related business challenges. While addressing customer needs is central to business and competitive success, paradigm shifts are fraught with risks associated with the actual development of new products based on new technologies.

Conclusion

Areas for further research include finding the exact weighting of the identified criteria, and developing a generic technology innovation stage-gate methodology that could be applied and used throughout the development of the projects. Innovation therefore is not purely about developing new products but services and systems too. Whatever the innovation type ideas should be effectively screened and' bad' ideas killed off quickly but sympathetically. The number and type of ideas will be determined by the 'performance gap' and available resources. Many organizations find that an effective screening or filtering process prevents 'innovation overload' whereby companies are almost paralyzed by the sheer volume of innovations and ideas generated from a multiplicity of sources. An entrepreneur needs technological competence in order to add value to products and processes. On the other hand, entrepreneurs need to develop network competence in order to link their organization to other players in the market to allow interactions beyond organizational boundaries. Companies Furthermore entrepreneurs technological strategy supports the development of both network and technological competencies.

The piecemeal approach to innovation management needs to be cast aside and organizations begin to understand that innovation stretches beyond new product development (NPD). Only by embracing an integrated innovation framework will organizations be able to compete on a world stage and be successful in a truly global economy.

Limitations

The research limits itself to the deduction and understanding of the concept of Innovation and Managing Technology based Business for entrepreneurs and its core elements; however it does not probe the nitty-gritty's of the elements at a microscopic level. Researcher has only studied in an overview of concept based on literature review.

Further Research Directions

The limitations of our present study can further be extended in future. The future research directions are outlined as: There is a need for sustainable framework eco innovation entrepreneurs. The present study needs to be further investigated under the light of economic dimensions and issues.

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Vision of Inclusive Growth In India

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ABSTRACT

The concept of 'Inclusive Growth' finds place more frequently in the debates and discussions at different forums. The Government aimed at promoting 'inclusive growth' as it recognized that high national income growth alone did not address the challenge of employment promotion, poverty reduction and balanced regional development or improving human development. The subject of inclusive growth has been in the spotlight recently, for very obvious reasons. This orientation is most visibly manifested in the theme of the Eleventh Five-Year Plan. The theme is 'towards faster and more inclusive growth,' which clearly reflects the need to find a sustainable balance between growth and inclusion. Many people view 'inequality' and 'exclusiveness' as being the same thing. The Eleventh Plan defines inclusive growth to be "a growth process which yields broad-based benefits and ensures equality of opportunity for all". The inclusive growth and development vision as envisaged in the Five Year Plan also reflected the budgetary and political commitment of the government. Though, efforts and progress in the direction of inclusive growth and development appears to be quite satisfactory, however, challenges, problems and constraints in achieving the goals of inclusive planning have emerged that require multiple approaches and strategies to address them effectively and efficiently.) The present paper attempts to examine the emerging challenges in achieving inclusive development and growth in India.

KEYWORDS: Inclusive Growth, Eleventh Five-Year Plan, Sustainable, Vision.

INTRODUCTION

Indian economy is growing at a phenomenal rate. It is far from reaching its true potential. The country remains shackled in corruption, red tape, age old social barriers and a puzzling lack of transparency. Growth is not uniform across sectors; and large cross-sections of the populace remain outside its purview. Several social, political and economic factors need to be tackled for sustaining a high rate of growth, as well as to make this growth inclusive. Elimination of child labour, women empowerment, removal of caste barriers and an improvement in work culture are just a few of the things the Indian society needs to introspect on. Tackling corruption in high places, removing the ills of the electoral system, shunning politics of agitations and keeping national interest above petty politics may not be too much to ask of the country's policy makers. Rapid growth in the rural economy, well planned and targeted urban growth, infrastructure development, reforms in education, ensuring future energy needs, a healthy public-private partnership, intent to secure inclusivity, making all sections of society equal stakeholders in growth, and above all good governance will ensure that India achieves what it deserves.

Of the eight richest people in the world four are Indian, but the irony still remains that there's a marginal farmer in the interior of Maharashtra, who is struggling to feed his five children, the youngest of whom is a son, uneducated and unemployed, with four sisters, all of marriageable age, whose marriage the farmer cannot afford. Try telling the farmer that the economy is growing at a handsome 9% per annum, hardly consolation for the empty stomachs his children go to bed with every night.

Indian economy is growing, salaries are going through the roof for the educated but the fact still remains, that the poor are still poor even though the rich have become super rich . The growth is far from inclusive.

Economic liberalization which began in the early 1990s has accelerated India's growth rate to an average of 7% per year since 1997, up from 3.5% in the 1970s. During this period India transformed itself from an agricultural economy to a service economy. Services now form 55% of the Indian economy. The growth and development of the Information Technology and Information Technology enabled Services have had a significant role in changing the face of the economy. The good news does not end here. The growth rate for India is expected to overtake China's double digit growth rate in the next few years.

This news however, hides some alarming trends. Growth continues to bypass a large section of people. A large majority of Indians live in the villages and they have been excluded from India's growth story. Rural India is facing endemic problems – land holdings are shrinking, slow growth in agricultural production and limited social and economic infrastructure. Women, Children, backward castes & classes and other minorities often are excluded from the growth story. The rise of grass root militant movements which plague nearly one-tenth of India is a direct result of this economic exclusion and the unfulfilled aspirations of the bottom billion.

The task to feed, house, clothe, educate and employ India's growing population, which is expected to reach nearly

1.5 billion by 2030, is enormous. This includes a net increase of 270 million people which will be added to the work force. Bringing them into the economic mainstream both as producers and consumers of goods and services must be the basis of any inclusive strategy.

Today, economic power rests with a precious few. According to Credit Suisse, the top 1% of the population own 15.9% of India's wealth, the top 5% own 38.3% and the top 10% have 52.9% of Indian's wealth. What this really means is that 90% of Indian, the urban and rural poor has a very small stake in the pie. Growth must lead to the re-distribution of this ever growing pie to a situation where the bulk of the population is middle class and a smaller percentage of the population is either very rich or very poor.

The aspirations of the "bottom billion' cannot be wished away. If India is unable to address these aspirations, the "demographic dividend" that the country can reap will become a demographic liability. This mammoth task cannot be done by government alone. Industry and civil society must partner with government to drive inclusive growth. Cognizant of income disparities and growing aspirations of the people the government has been working to address these through programs like NREGA and Aadhaar. Civil society has contributed with design and governance oversight. But, in my view the greatest lever for driving inclusion is jobs.

What is "Inclusive growth"?

Inclusive growth basically means "broad-based growth, shared growth, and pro-poor growth". As an approach in economic policy, it is believed to decrease the rapid growth rate of poverty in a country and increase the involvement of people into the growth process of that country.

Inclusive growth by its very definition implies an equitable allocation of resources with benefits incurred by every section of society. But such allocation of resources must be focused on the intended short- and long-term benefits of that society, such as availability of consumer goods, people access, employment, standard of living, etc.

It also sets a direct relationship between macro and micro determinants of the economy and economic growth. The micro dimension includes the structural transformation of the society, while the macro dimension includes the country's gross (GNP) and gross domestic product (GDP).

Maintaining rapid and sustainable inclusive growth is sometimes very difficult because resources vaporize during the allocation and may give rise to negative externality, such as rise in corruption, which is a major problem in developing nations. Nonetheless, it has created an environment of equality in opportunity in all dimensions of livelihood, such as employment, market, consumption, and production and has created a platform for people who are poor to access a good standard of living. The inclusive growth approach assumes that if we focus on the inequality between poor and rich households in a country, we can reach an optimal solution that will minimize the difference.[1]

The 11th Plan defines inclusive growth to be "a growth process which yields broad-based benefits and ensures equality of opportunity for all".

The inclusiveness involves four attributes. They are Opportunity, capability, access and security.

The Opportunity attribute focuses on generating more and more opportunities to the people and focuses on increasing their income.

The Capability attribute concentrates on providing the means for people to create or enhance their capabilities in order to exploit available opportunities.

The Access attributes focuses on providing the means to bring opportunities and capabilities together.

The Security attribute provides the means for people to protect themselves against a temporary or permanent loss of livelihood.

NEED FOR INCLUSIVE GROWTH IN INDIA

Inclusive growth is necessary for sustainable development and equitable distribution of wealth and prosperity . Achieving inclusive growth is the biggest challenge in a country like India. In a democratic country like India, bringing 600 million people living in rural India into the mainstream is the biggest concern. The challenge is to take the levels of growth to all section of the society and to all parts of the country. The best way to achieve inclusive growth is through developing people's skills.

PROBLEMS BEFORE INCLUSIVE GROWTH STRATEGIES IN INDIA

For a developing country like India, the need of inclusive growth is vital to achieve the over all progress of the country. Though it is positive for macro-economic stability, 2008-09 resulted a relative growth slow down, mostly from the spillover effects of the weakening of the global economic momentum and volatile financial markets. The following problems are the major concerns for developing countries like India to achieve the inclusive growth. They are:

(1)Poverty

(2)Employment
(3)Agriculture
(4)Problems in Social Development
(5)Regional Disparities

The vision of inclusiveness must go beyond the traditional objective of poverty alleviation to encompass equality of opportunity, as well as economic and social mobility for all sections of society, with affirmative action for SCs, STs, OBCs, minorities and women. There must be equality of opportunity to all with freedom and dignity, and without social or political obstacles. This must be accompanied by an improvement in the opportunities for economic and social advancement. In particular, individuals belonging to disadvantaged groups should be provided special opportunities to develop their skills and participate in the growth process.

This outcome can only be ensured if there is a degree of empowerment that creates a true feeling of participation so necessary in a democratic polity. Empowerment of disadvantaged and hitherto marginalized groups is therefore an essential part of any vision of inclusive growth. India's democratic polity, with the establishment of the third layer of democracy at the Panchayati Raj Institution (PRI) level, provides opportunities for empowerment and participation of all groups with reservations for SCs, STs, and women. These institutions should be made more effective through greater delegation of power and responsibility to the local level.

CHALLENGES BEFORE INCLUSIVE GROWTH STRATEGIES IN INDIA

The key components of the inclusive growth strategy included a sharp increase in investment in rural areas, rural infrastructure and agriculture spurt in credit for farmers; increase in rural employment through a unique social safety net and sharp increase in public spending on education and health care. The government also should go for a variety of legislative interventions to empower the disadvantaged. Some of the challenges and opportunities before inclusive growth strategies in India are:

1.Poverty eradication
2.Agricultural growth
3 Good and Honest Government and Government schemes schemes
4.Childlabor is a complex problem that is basically rooted in poverty.
5 The Indian.. Social development
6 Women Empowerment
7 Eradicating the regional disparities.
8. To bring in inclusive growth, it is necessary to enhance the capabilities of women by providing education, so that they get the opportunity of getting employed and be self sustainable.

Government of India has stepped up for inclusive growth by launching many initiatives with features that are innovative, flexible and reform oriented such as:

1. Rural Infrastructure(Bharat Nirman)
2. Employment(Mahatma Gandhi National Rural Employment Guarantee Scheme)
3. Regional Development (Backward District Development Program)
4. Education (SarvaShikshaAbhiyan)
5. Rural Health(National Rural Health Mission)
6. Urban Infrastructure (National Urban Renewal Mission)

It is asserted by the Planning Commission that for growth to be more inclusive we need:

1. Better Performance in agriculture .
2. Faster Creation of Jobs, especially in manufacturing.
3. Stronger Efforts at health, education and skill development
4. Improved effectiveness of programs direct aimed at the poor.
5. Special programs for socially vulnerable groups.
6. Special programs for disadvantaged or backward regions.

The objectives and targets of the Proposed 12th Five Year Plan put emphasis on the achievement of Inclusive Growth but it is still a burning question that whether this time India would be able to achieve all the targets decided for the achievement of Inclusive Growth or like 11th Five year Plan it would lag behind and the Inclusive Growth will be seen only in papers.

There has to be a collective effort for inclusive growth

India has the potential of becoming a leading economy and has the unique opportunity to make that growth inclusive, provided there is willingness on the part of all sections of society to put in hard and disciplined work, together with serious, sustained and purposeful planning.

First, there is much that needs to be done to build up India's potential. Better governance, more and better educational institutions, higher agricultural productivity, controlled inflation and improvement in infrastructure are some of the major and more important steps required in this direction.

Better governance is the need of the hour, more so because the government in India still has a majority stake in almost all essential sectors e.g. in the crucial sectors of health, sanitation and water. It is in such social sectors that we find the political parties least interested, especially once they come to power after elections. Yet these are the fields which need to be paid more attention to if we are to improve human development alongside economic growth; with the current situation, it is no wonder that India figures extremely low on world human development index reports. There is a need for more public-private partnerships. The private sector should take more social responsibility and contribute towards making growth more inclusive.

SUGGESTIONS

1. Equity is important for economic development so it should be preferred.
2. Agricultural Development is necessary for economic development.
3. Economic reforms are important. But macro-poor policies (fiscal, trade, financial, monetary etc.) should have pro-poor focus.
4. Structural change should have followed agriculture-industry-services sequence.
5. Development of manufacturing sector is important for creation of productive employment.
6. Equality of opportunities (education) should be given.
7. South East Asian and East Asian experience can be used.
8. Shift focus of reforms to delivery systems
9. Importance of women's economic and social empowerment
10. Decentralization
11. Economic reforms in relation to socio-political environment

12 Literacy levels have to rise to provide the skilled workforce required for higher growth.

13.. Economic reforms have to be introduced

Conclusion:

India has been enriching with some of the world's most essential minerals, beautiful places, diverse cultures and capable and talented people. It is time we stop squandering and take advantage and make the most of what most countries can never even dream to have. There is much to be done, but if done and done correctly, then nothing can stop us from reaching the pinnacle of the world. Thus the time now is to take quick action towards Inclusive India and we should all join hands in achieving the target of inclusive growth and developing our service sector will help us in achieving this objective which is the need of the hour so let us work at it. To add to it that the services led growth in India would be rapid and sustainable in the long run if both agriculture and industry grow at a rapid rate.

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Six Sigma Benefits –A Case Study

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The project was completed with BOSCH.Ltd, Nasik**.** Founded in 1951, BOSCH is the largest manufacturer of diesel fuel injection equipment in the country today and among the world's largest. The project was indentified based on the customer complaint about the cap nut leakage from Mahindra & Mahindra.

Factors such as NSS (Nozzle sitting surface) Damage, leakoff hole damage, lapping bad, body damage leads to the cap nut leakage. The major importance of this project is that it will reduce the customer compaints, it will save a huge amount of money because cost of rework and scraping of the damaged parts will be drastically reduced. Currently around 12,000 parts per month are reworked and around 700 parts per month are scraped.

Major objective of the project is Reduction in Cost per piece by eliminating the damages on NSS and Leak off hole through process optimization". While the basics for manufacturing industry success are a constant— minimize costs, maximize flexibility, and keep your systems current—it's increasingly important to be able to adapt to rapid shifts in business and technology.The best possible performance is "Optimal Operations." In the process industry it is called "Process Optimization." This project will also help the organisation in reducing scarp and rework of injector body. Ultimately the problem of cap nut leakage will be eliminated.

The major causes incudes Non-Availabilty of unloading station, improper handling of parts, improper arrangement of parts in the tray, work instructions not properly defined. Due to above causes following effects were observed It was the propable cause for injector cap nut leakage issue, rework of all rejected parts, reduction in first pass yeild, rejection of injector bodies from assembly line. some of these parts were so heavily damaged such that they were directly scraped.

The Six Sigma methodology is used to solve this problem. The DMAIC principle of six sigma was used to analyse the root cause of the problem. Steps include first creating a VSM (value stream mapping) , then using ABC analysis to prioirtize the problem, creating the pareto for defects after that ishikawa chart is used to analyse the problem and by using Why-Why analysis the root caused was found.

In Define phase, the ABC analysis of defect was done. Then through the 80-20 principle the top two defects were selected. The top two defects includes NSS damage & leak-off hole damage. then the past six month data of these defects was studied. Measure phase includes value stream mapping and trails. Trail readings helped in finding the process from were defects were coming. In analysis phase the Ishikawa tool was used to find the propable defects. Then by Why-Why analysis the root cause was found. In improve phase various actions were taken, which were the result of brainstorming process. In this phase various Causes for defects and their effects were studied. finally all the actions were implemented and a problem solving sheet was prepared. Finally in control phase the control charts were used in tracking the processes and all the results were studied. Also a standred operating procedure was made.

Currently the temporary action taken includes a visual operation to be included before the NSS grinding process, proper arrangement of parts in the tray and long term actions includes Defining a standred operating procedure and for long term sustainability a chute should be made for unloading of parts.

The sigma level improved from 4.32σ to 4.65σ. The project has added a great value to the organization because the number of defective parts was drastically reduced. The rework quantity was reduced from 12000 parts per month to 4000 parts per month and the scrap quantity was reduced from 700 parts per month to 140 parts per month. This project has lead to the saving of 2.066 MINR. Moreover this project has lead to the reduction of customer complaints and yes it will ultimately lead to customer satisfaction.

The major learnings are how to define a problem, then what are the different ways to analyse the problem, and then finding the root cause of that particular problem and then arriving at number of solutions. And then applying the best solution to that problem so that such problem does not appear again in the future. Another important learning was working in a CFT i.e. Cross functional team and then brain storming to reach at a particular solution. It also include formulating a problem solving sheet (PSS), Lean production system, Six sigma, Min-max, FIFO & Pull principal.

The benefits to the organization includes-

1. Reduction in customer complaints- both internal & external.
2. Improvement in first pass yeild (F.P.Y.).
3. Standred operating procesures (S.O.P.) Defined.
4. Self driven processes implemented.
5. Implementation of min-max & FIFO.
6. Space optimization.
7. Improvement of visualization, cleanliness etc
8. Ensured delivery within defined window timing.

9. Continuous Improvement and Horizontal implementation in related areas.

Diagrams

Fig1

Fig2

Fig3

TRIAL BATCH								
Sr. No.	Trial	Body type	Total	OK	NOT OK	% Rejection	Remark	Checked for
1	From Supplier	188	1200	1200	0	0.00	Nothing found	Both For NSS as Well as Leak off hole
2	After TEM	188	1200	1182	18	1.50	18=12.6 ; For NSS: Leakoff	
3	After Phospating	188	1182	1170	12	1.02	All 12 were Nss Bad Only	
4	After Supfina	188	18	4	14	77.78	From Point 10- the 18 NOT OK was seperately processed for NSS grinding	
5	After Supfina	188	1170	1170	0	0.00	No parts found	
6	After Supfina	188	12	12	0	0.00	Parts were taken out as NNS bad but after recheck they were cleared because the marks were away from hole	

Fig4

Fig5

Fig6

Fig7

Fig 8

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Overview Of Logistics And Supply Chain Management Practices: Indian Context

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ABSTRACT:

India is the fourth largest country in terms of Purchasing Power Parity (PPP) and constitutes one of the fastest growing markets in the world. Globalization of businesses, infrastructural bottlenecks, increasing uncertainty of supply chain networks, shortening of product life cycles and proliferation of product variety have forced Indian firms to look beyond their four walls. They face issues related to choosing and working with the right supply chain partners (suppliers, customers and logistics service providers), fostering trust between them and designing the right system of gauging performance.

In this paper, snapshot picture of logistics and Supply Chain Management (SCM) practices in India has been presented. It is borne out of the felt need by managers, expert professionals and academicians to address logistics and supply chain practices at the national level. The paper capture facts, figures as well as qualitative responses about the logistics infrastructure and supply chain practices. The focus is on supply chain collaboration and partnerships, supply chain structure, facilities network design, transportation and logistics and the role of Information and Communications Technologies (ICT). The emphasies is to analyze and assess existing logistics and SCM practices and discern emerging trends as well as areas of concern. The paper gives insights into how far the firms and their supply chains in India have come in dealing with major logistics and supply chain issues, the practices they focus on or need to focus on. It also highlight and address a few issues related to supply chain managers and policy makers.

INTRODUCTION

Logistics and SCM practices may be defined as a set of activities undertaken to promote effective and efficient management of supply chains. These include supplier partnership, physical movement of goods, meeting customer demands and information sharing throughout the supply chain. Some of the key logistics and SCM practices that impact performance are related to estimation of customer needs, efficient and effective delivery, integration and collaboration throughout the supply chain, sharing of information and vision using ICT as well as informal methods and use of specialists for performing specific jobs across the supply chain. All of these practices impact logistics and supply chain performance.

The de-regulation of the Indian economy in the 1990s has attracted global players and has unleashed a new competitive spirit. However, a distinctive characteristic of the Indian economic environment is the inadequacy of basic inputs normally required to support organized economic activity. The UPS Asia Business Monitor Survey, 2004 finds that besides the lack of government support, poor logistics infrastructure and poor supply chain efficiency are the major obstacles to competitiveness in India. The Indian infrastructure comprising roads, railways, airports, seaports, ICT and energy production is poorer as compared to many other countries. However, things are changing for the better at a fast pace. The Growth Competitiveness Index survey conducted by the Geneva-based World Economic Forum (WEF) for 2013-14 puts India at 60th position among 148 countries in its Global Competitiveness Report, in the same manner in ear 2014-15 position at 71 amongs 144 countries , which is eleven places up from previous years ranking of 60. The Global Competitiveness Report 2015-2016 assesses the competitiveness landscape of 140

economies, providing insight into the drivers of their productivity and prosperity and again India has improved its position and gone up to 55 in year 2015-16. (Available at: http://reports.weforum.org/)

A few years ago, logistics and SCM were seen as necessary evils in India; today they are seen as a matter of survival and competitive advantage. As companies look at logistics and SCM strategically, they turn to specialized service providers to cut out non-core activities from within. A rising focus on outsourcing is leading to a surge in business performance for logistics service providers. One offshoot of the demand for logistics services is that many companies are changing their names to include 'logistics' somewhere as well, much like the dot-com boom times in the early 1990s.

Worldwide, best-in-class companies have invested in enabling infrastructure and technology to realize their supply chain vision into a reality. These include integrated supply chain cost models for decisive inventory management, technology for handling supply chain throughput and information systems capable of fostering visibility across organizational boundaries. Dell Computers and Wal-Mart were able to achieve leadership positions because of their efficient and effective supply chain management practices. Both of these have invested enormously in ICT to help them have continued focus on customer needs and supply chain efficiencies. Many instances of novel and innovative supply chain practices such as cross-docking, Collaborative Planning, Forecasting and Replenishment (CPFR), extensive use of bar-codes and now RFID, and direct-to-home delivery have been introduced by these firms. Wal-Mart had its own satellite communication system as early as 1983. Wal-Mart's PoS data is shared with its suppliers to reduce the dependence on forecasts.

Similarly, there are multi-billion companies which have shifted focus from courier and cargo to logistics and supply chain; from being freight forwarders to integrated shippers; and from customs clearances to consultants. Indian SCM service providers are also evolving rapidly. The shift in service providers from just movers of material to logistics to supply chain services has quickened in the past few years. Truckers are moving up into integrated haulers; large Indian companies with multi-million spends on logistics are hiving off entire divisions into service providers who handle not just the parent's logistics but also of others; others are forming joint ventures to leverage skills. IT companies now provide not just the hardware and software, but consultancy for solutions, examples being Satyam, Wipro, Infosys and TCS. Big players like DHL to invest US $ 100 million in India and more is on the way. It has already acquired Blue Dart, the top firm in air logistics business. Container Corporation of India (Concor), at US$ 380 millions, the largest listed firm in logistics in India is diversifying. Others, like Gati, XPS and Safexpress, are expanding to UAE, Sri Lanka, Singapore and Bangladesh as well as into new areas like modern warehousing.

Staement of Problem :

The logestic and supply Chain Management has emerged as very important field, which has been widely focoused and has acquired central place. The foreign players have mase heavy investment in India. Its not possible for the production line to supply the required material on time and in required quntity.

Objectives :

To study the role of diffrent players in the logestic and supply chain management in the competative era.

Research Methodology : The method used for this study is exploratary in anture and it covers twenty five industries primay data as well as the field observations.

Sampling :

For the purpose of this study wide spectrum of firms covering varied businesses so as to get a reasonable insight into logistics and SCM practices have been covered. Due Care has been taken to ensure that these firms and their supply chains provide diversity in terms of ownership and industry sectors such as global travel, financial and network services, retail, milk and milk products, health services, sales and distribution of electronic consumer products, power generation, electrical appliances and switchgears, hospitality, international logistics service, domestic transport service, automobiles and auto-ancillary, Fast Moving Consumer Goods (FMCG) and computers. The same is shown in the Table I.

Table I: Nature of Business and Number of Firms Covered in Present Study

Nature of Business	Number of Firms
Automobiles	5
Food and Apparel Retail Chains	4
FMCG	3
Auto-ancillary	2
Electrical Appliances and Switchgear	2
Computers	1
Domestic Transport Service Provider	1
Global travel, financial and network services provider	1
Hotel	1
International Logistics Service Provider	1
Milk and Milk Products	1
Power Generation	1
Sales and Distribution of Electronic Consumer Products	1
Tannery	1

LITERATURE REVIEW

Literature portrays logistics and SCM practices from a variety of different perspectives with a common goal of ultimately improving performance and competitiveness. Based on literature, we find that the important supply chain practices concerns are mainly related to:

Supply Chain Collaboration and Partnership with various stakeholders such as the product developers, suppliers, channel partners and end-users. Supply Chain Structure including facilities network design taking into account related transportation and logistics. Forecasting and Demand Management to cope with supply chain complexity in a cost-effective and delivery-efficient way. Use of Information and Communication Technologies (ICT) to facilitate the above.

While there is plenty of published literature that explains or espouses SCM, there is a dearth of empirical studies examining logistics and SCM practices. Galt and Dale (1991) study ten organizations in the UK and find that they are working to reduce their supplier base and to improve their communications with the suppliers. Fernie (1995) carries out an international comparison of SCM in the grocery retailing industry. He finds significant differences in inventory held in the supply chain by the US and European grocery retailers, which could be explained by difference in degrees

of their SCM adoption. Tan and Wisner (2000) compare SCM in the US and Europe. Tan (2002) relates SCM practices and concerns to firm's performance based on data from US companies. He lists nine important supply chain concerns such as lack of sophisticated ICT infra-structure, insufficient integration due to lack of trust and collaboration among the supply chain stakeholders and thereby lack of supply chain effectiveness and efficiencies. Basnet et al. (2003) report the current status of SCM in New Zealand, while Sahay et al. (2003) discuss supply chain strategies and structures in India. These surveys rank the perceived importance of some SCM activities, types of hindrances and management tools on the success of SCM using representative samples mostly from manufacturing. Quayle (2003) surveys supply chain management practice in UK industrial SMEs (Small Manufacturing Enterprises) while Kemppainen and Vepsalainen (2003) probe current SCM practices in Finnish industrial supply chains through interviews of managers in six supply chains. They analyze the change of SCM both in terms of operational practices and organizational capabilities. Chin et al. (2004) conduct a survey that examines the success factors in developing and implementing supply chain management strategies for Hong Kong manufacturers. Moberg et al. (2002) state that there is little literature on information exchange. Feldmann and Muller (2003) examine the problem of how to establish an incentive scheme to furnish reliable and truthful information in supply chains.

There is little literature on logistics and SCM practices in India. Available literature focuses either on the best practices (Joshi and Chopra, 2004) or on re-engineering of internal operations of the firms (Deshmukh and Mohanty, 2004, Kankal and Pund, 2004). In context of ICT, Saxena and Sahay (2000) compare the manufacturing intent to be an agile manufacturer and their Information Technology (IT) infrastructure in terms of scope of use, extent of use and integration of IT-based systems. The more recent studies are mainly based on questionnaire surveys and secondary data sources (Sahay and Mohan, 2003, Sahay et al., 2006). Vrat (2004) discusses some issues and challenges as well as the potential of SCM in India. All these studies find Indian firms generally lagging behind their counterparts in the developed countries.

LOGISTICS AND SCM PRACTICES FROM SECONDARY SOURCES

Industry and academic estimates put logistics and SCM spend in India at approximately 13% of the Gross Domestic Product (GDP). Global estimates for this vary and are around 13% of GDP in China and about 9% of GDP in the US. The transportation cost in India accounts for nearly 40% of the cost of production, with more than half the goods being moved by road. Trucking accounts for nearly 70% of transportation and accounts for 60% of all logistics cost. 67% of truck ownership is in the hands of small unorganized players. Road is followed by rail and finally coastal shipping. Rail has been steadily losing ground due to myopic government strategies and inherent inefficiencies. The freight movement of Indian railways has risen to 411354 net tonne-kilometers (Available at: http://www.indianrail.gov.in/) and the total road length is 3315231 kilometers (Available at: http://www.nhai.org).

Though enormous maritime routes are available combination of poor government policies and lack of initiative from the private sector, water which is probably the cheapest mode of transport is barely used. Air as a mode is limited to a small percentage of courier shipments. Various SCM spend indicators such as in-bound transportation costs, inventory related costs and distribution expenses as percentage of net sales vary from industry to industry. However, as per Centre for Monitoring Indian Economy (CMIE), they are coming down over a period of years. The aggregate of the same for nine major manufacturing industries for four years are shown in Table II. These industries spent nearly 17-18% of their net sales on various logistics activities, including distribution, warehousing, and inventory. Global averages are around 9-12%. So, there is ample scope to reduce spends on logistics. This in turn allows companies to

protect operating margins during downturns and make above-normal profits during upturns.

Table II: SCM Spend in 9 Major Indian Manufacturing Industries

SCM Spend Indicator	2001-02	2002-03	2003-04	2004-05
In-bound Transportation Costs as percentage of Net Sales	1.5%	1.4%	1.3%	1.4%
Inventory-related Costs as percentage of Net Sales	13.3%	13.9%	13.1%	13.1%
Distribution Expenses as percentage of Net Sales	3.0%	2.8%	2.8%	2.7%
Total SCM Spend as percentage of Net Sales	17.8%	18.1%	17.2%	17.2%

Source: CMIE

For supply chain tracking, the most preferred method is the truck driver reporting his location. Another method gaining popularity is the use of SMS (Short Messaging Service). Time lags here can be pre-determined. Depending on the number of times the SMS signal is polled and sent by to the base station, the location of the vehicle can be accurately determined. With Global Positioning Systems (GPS), this is no longer the issue. However, the use of GPS for supply chain management in India is relatively low. Service providers like Transport Corporation of India (TCI) have poured in US$ 0.34 million for GPS in their trucks. Firms like Bajaj, Maruti Udyog Limited, TVS Motors and Bharat Shell are already using TCI's GPS systems.

LOGISTICS AND SCM PRACTICES OBSERVATIONS

In our observations, we find that the primary focus is on quality, cost and service. Recently, responsiveness (delivery speed, volume flexibility and innovation) is also catching up management attention. Correspondingly, the major concerns in all these firms and their supply chains are related to costs, clarity of demand, reliability of partners, shortening delivery cycle, production and logistics flexibility and innovation in supply chain practices. Sharing of benefits within the supply chains has not yet gained much attention. Firms show relatively high awareness of modern supply chain planning and control tools, including software and mathematical models.

However, the utilization of such tools is still at a relatively low level. Relationships are messy and partnerships are short of true strategic alliances. Still, some benefits are being derived. Firms, especially in the automotive, retail, manufacturing and FMCG sectors, are increasingly opting to outsource their logistic requirements to specialized service providers. The positive business atmosphere and a burgeoning consumer market are making the shipper community push the logistic service providers hard for efficient supply chain value propositions. Many firms in our study have gone for spend management outsourcing instead of procurement management.

There is big focus on vendor development. Firms focus on developing vendors in geographical proximity. The focus of most of the service firms is on express deliveries and logistics solutions. They focus on efficient and effective service and better customer reach. Most of the firms have established highly responsive call centers with stringent performance metrics.

In FMCG and perishables sector, the primary focus is on product availability (refilling the shelves). The companies have few manufacturing facilities with complex distribution channels. Packaging is generally outsourced.

Mostly, the goods are packaged near the markets. There is a very high collaboration with suppliers and firms are going for global procurement.

DISCUSSIONS

To succeed today and to pave the way for a better future, firms in India need to create strong linkages with their logistics and supply chain partners. More and more of them today are realizing the importance of developing and implementing a comprehensive logistics and supply chain strategy – and then linking this strategy to the overall business goals. Adopting these initiatives first and foremost requires taking a long-term view and having an extensive focus on all the channels in the total transformation process to create a productive and reliable supply chain. Technology, which was earlier taken to be a driver for doing business in a particular fashion, has become a "necessary enabler" for aligning business to consumer demand. It can change the way we capture and analyze information, differentiate products and services, configure and sell existing products, crash order cycle times, introduce new products and so on. ICT can thus achieve breakthroughs in the area of supply chain design, configuration and planning, which otherwise can never be thought about. There's a concerted move to use ICT for data collection and forecasting.

Successful logistics and supply chain management depends heavily on the state of the infrastructure scenario in the country. Undoubtedly, the state of infrastructure in India has been hampering the industrial and economic performance for long. Infrastructure is the most quoted factor hindering supply chain competitiveness. This needs urgent remedy: most other bottlenecks of regulations and capital are falling away and it's only roads, ports and airports that hold Indian logistics back. Higher fuel cost in India lead to high inland movement cost. Poor conditions and low load-bearing capacity of roads lead to more wear and tear of vehicles, and slower movement. Imposition of load restrictions, permits for inter-state movement, lengthy and cumbersome documentation, large number of public holidays make lead-times larger with higher variability. Transportation costs too go up. It requires a concerted effort by the industry and government to dismantle bottlenecks in the completion of infrastructure-related projects and creation of demand-aligned capacities in sectors of logistics and information technology. The government is planning to set up 13 inland ports at a cost of US$ 190 millions. The project is to be implemented through the public-private partnership model. To improve the productivity of wagons, railways are going to reduce terminal detention below the national average of 16 hours. At present, 25% rakes take more than 24 hours and 50% rakes take more than 16 hours in loading and unloading. Similarly, plans have been laid down to reduce the wagon turnaround time from 5.0 to 4.5 days through effective implementation of new terminal incentive cum-engine on load scheme. By increasing the manufacturing capacity of wagons, it is likely to load 2.2m tonne of freight on a daily basis and achieve the target of 800m tonne of freight during the year. In March 2006, the railway ministry has announced the start up of double stacked container trains running on 'freight corridors'. This is a welcome step forward for Indian logistics. At least half-a dozen private companies have applied for various categories of licenses for rail containers.

CONCLUSIONS

The management and structures of supply chains in India have transformed since the early 1990s when they were perceived as linear chains of companies and managements focused on improving the efficiency of material flows. Indian firms are quite aware of the best logistics and SCM practices, but many of them are yet to practice them actively. They are generally adopting these practices piecemeal and supply chain integration is yet to take place in most of the chains. Increasing customer requirements and improved ICT have affected SCM efforts. Today the

extended multi-tier structure of supply chains as well as the need for better forecasting, collaborative planning, effective logistics and information sharing is better understood. In future, ongoing outsourcing and specialization are expected to result in demand-supply networks, with shared technology and systems, extended decision rights and non-territorial services. The awareness of planning and control techniques and communication means is high and work on increasing and improving supply chain integration and collaboration is likely to be intensified in the near future.

Logistics and supply chain practices in India show that visibility is still limited. The companies have a realistic view on the advantages and risks of information sharing and so information is shared only selectively. Our study reveals that most Indian firms have aligned their logistics and supply chain objectives with their business objectives. However, due to some aberrations and diseconomies of scale/ scope most of them are not able to reap full potential benefits. Action is required by the Indian government to improve the infrastructure for better functioning of various supply chains. Firms and their supply chains need to closely integrate themselves into a network, carefully manage the complexity that ensues, align their business strategy with logistics and supply chain operations, and leverage information and communication technology with process improvement and pioneer operational innovation for superior performance. They also need to rigorously measure and monitor critical operational performance metrics such as customer service, responsiveness, supply chain costs, asset utilization, product quality and operational flexibility in order to achieve overall business success. Our findings are in agreement with Kemppainen and Vepsalainen (2003) that the distinction between partners and standard suppliers or customers guides collaboration.

There are many avenues for improvements for logistics and supply chain management practices in India. We are in total agreement with Tan (2002) that a massive commitment by important stakeholders is required for evolving truly efficient and effective supply chains. There is ample scope for facilities network redesign. Infra-structural bottlenecks need to be overcome. The golden quadrilateral project and initiatives by railways and ports administration in the last few months are good indicators that the concerned authorities are waking up. The golden quadrilateral road project will address some of the connectivity issues, but the larger problem is not so much a six-lane road as good roads. Ventures like BOT (Build-Operate-Transfer) and tolled roads all exist - but the essence is that law enforcement about technical standards must be made stringent. ICT implementation and utilization is low and needs to be spruced up. Forecasting based on PoS data is likely to come into use once there is more collaboration and trust, economies of scale and scope for supply chain entities and enabling-ICT are in place. Benchmarking and learning good practices should be encouraged by government, industry associations and other stakeholders. Government should move from a regulator's role to a facilitator's role. A high degree of operational efficiency and cost efficiency will provide the much needed competitive edge to various supply chains in India.

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'Future of Supply Chain Management Logistics Driven Manufacturing'

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INTRODUCTION:

Supply chain management (**SCM**) is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally."

SCM draws heavily from the areas of operations management, logistics, procurement, and information technology, and strives for an integrated approach.[5]

Origin of the term and definitions

The term "supply chain management" entered the public domain when Keith Oliver, a consultant at Booz Allen Hamilton (now Strategy&), used it in an interview for the Financial Times in 1982. The term was slow to take hold. It gained currency in the mid-1990s, when a flurry of articles and books came out on the subject. In the late 1990s it rose to prominence as a management buzzword, and operations managers began to use it in their titles with increasing regularity.

Commonly accepted definitions of supply chain management include:

- The management of upstream and downstream value-added flows of materials, final goods, and related information among suppliers, company, resellers, and final consumers.
- The systematic, strategic coordination of traditional business functions and tactics across all business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole
- A customer-focused definition is given by Hines (2004:p76): "Supply chain strategies require a total systems view of the links in the chain that work together efficiently to create customer satisfaction at the end point of delivery to the consumer. As a consequence, costs must be lowered throughout the chain by driving out unnecessary expenses, movements, and handling. The main focus is turned to efficiency and added value, or the end-user's perception of value. Efficiency must be increased, and bottlenecks removed. The measurement of performance focuses on total system efficiency and the equitable monetary reward distribution to those within the supply chain. The supply chain system must be responsive to customer requirements."
- The integration of key business processes across the supply chain for the purpose of creating value for customers and stakeholders (Lambert, 2008)
- According to the Council of Supply Chain Management Professionals (CSCMP), supply chain management encompasses the planning and management of all activities involved in sourcing, procurement, conversion, and logistics management. It also includes coordination and collaboration with channel partners, which may be suppliers, intermediaries, third-party service providers, or customers. Supply chain management integrates supply and demand management within and across companies. More recently, the loosely coupled, self-organizing network of businesses that cooperate to provide product and service offerings has been called the Extended Enterprise.

A supply chain, as opposed to supply chain management, is a set of organizations directly linked by one or more upstream and downstream flows of products, services, finances, or information from a source to a customer. Supply chain management is the management of such a chain.

Supply chain management software includes tools or modules used to execute supply chain transactions, manage supplier relationships, and control associated business processes.

Supply chain event management (SCEM) considers all possible events and factors that can disrupt a supply chain. With SCEM, possible scenarios can be created and solutions devised.

In many cases the supply chain includes the collection of goods after consumer use for recycling. Including third-party logistics or other gathering agencies as part of the RM re-patriation process is a way of illustrating the new endgame strategy.

Supply chain" …how often do you think about your business' supply chain?
Unfortunately, most small business owners don't even consider the dynamics of their business' supply chain because they think that it's a waste of time.

The truth is, though, that the small business supply chain does matter and has a tremendous impact on how your business functions.

The good news is that, if you manage your supply chain correctly, it can give you an incredible competitive advantage over your competition.
Let's dig in.

What is a supply chain?

Before we get into supply chain strategies, let's answer the obvious question; what is a supply chain?
In short, a supply chain is everything required to get your product or service to your customer.

Below is a great video I found from ASU that describes what a supply chain is. It's a bit cheesy at times but, if you have a few minutes, it's definitely worth watching.

As you can see, there's a lot that goes into providing your customer with an end product. Just because you are the only one who sells a product doesn't mean you are the only one involved in the production of that product.
Every product or service has a supply chain; they just differ in their complexity.
Essentially, three things typically flow through a supply chain:

1. Materials
2. Information
3. Money (Cash)

The idea is to make those things flow through your supply chain smoothly and improve how your business functions.

Supply chain strategy for small business

When it comes to determining the best supply chain strategy for your small business it's important to remember that no two businesses are exactly the same.
That means you'll have to do some leg work here to figure out the specifics of your supply chain strategy.
The best way for me to help you layout a meaningful supply chain strategy is to walk you through the steps:

1. **Consider your overall business strategy** – Before you can create a supply chain strategy you first need to have an overall business strategy for your organization. Your business strategy should describe the overall direction in which you want to go, whereas your supply chain strategy describes the business operations and extended supply chain needed to meet those company objectives. Your supply chain strategy and business strategy should make sense together.
2. **Map out and assess your supply chain** – Once you've identified your business strategy, you need to take a close look at your internal capabilities and the capabilities of your extended supply chain to make sure that you have the capabilities to achieve your strategy. Use a tool like Gliffy to map out your internal processes and then the processes of your extended supply chain. Next, find the benchmarks for your industry and compare them to your own. Do the same thing for your extended supply chain. I like to think about the supply chain in stages. For example, first consider where you source your material comes from. Then consider how you make your product or service. And lastly, consider how you deliver that product or service to your customer.

3. **Develop an implementation plan** – Once you've identified the strengths and weaknesses of your supply chain, you then need to create a supply chain strategy that will allow you to accomplish your company objectives. It's important here to have specific performance metrics and roles to know exactly how you will meet those company objectives. If you were able to find benchmarks for your industry, most likely you can use those metrics as key performance indicators.

Why is supply chain management important?

Once you have your supply chain strategy up and running, you then need to focus on supply chain management and meeting your goals.

Of course, before you narrow in on supply chain management it's fair question to ask, why is supply chain management important?

I like to relate this to health and nutrition; if your business is a person, the supply chain is the environment that provides your business its nutrition (money).

If the idea is to feed your business the healthiest food possible (lots of money), it's in your best interest to make sure that your supply chain stays healthy.

Here are a few additional reasons why managing your supply chain is important:

1. **Reduced supply chain costs** – If you have never even considered how your supply chain looks, it's likely that your supply chain costs are too high. By effectively managing your supply chain you can gradually bring down your supply chain costs as well as reduce the risk of costly breakdowns in your supply chain.
2. **More resources to spend elsewhere** – If you reduce your supply chain costs, you have more money to spend elsewhere. I'll let you dream about where you'd like to spend that extra money

3. **Improved operations management** – A healthy supply chain is a stable supply chain. A stable supply chain means that operations management should become more efficient and effective.
4. **Improved overall business functions** – If you eat healthy, don't you perform better? Sure you do. The same is true for your business; as your supply chain strengthens, so do your business functions. A healthy supply chain doesn't just make operations management more efficient, it has an impact on all of the business functions throughout your organization.
5. **Happier customers** – This should be all the motivation you need; a better supply chain makes it possible to deliver quality products to your customers in a shorter period of time. This should literally be visible through measuring the metrics you use within your customer service process.
6.

Common supply chain issues

In my experience, most supply chain issues don't come from lack of executive planning, they come from lack of execution. In other words, people love to talk about "how to make it happen" but actually fail to make those things happen.

In today's world, it's about making things happen. Sure, strategic planning is important but, if you can't make your plans work, then all you've done is just waste your time.

More specifically, though, below are a few supply chain issues that you will likely face:

1. **Strategy alignment** – as we discussed earlier, you need to make sure that your business strategy aligns perfectly with your supply chain strategy. This is one of those supply chain issues that you can't afford to avoid. If you don't get this right, nothing else works.
2. **Poor supply chain strategy** – to take this one step further, it's important that you actually have a good supply chain strategy. This comes down to thinking about your customer. Make sure that your supply chain strategy works towards something that your customer actually values; not something that YOU value.
3. **Delegating responsibility** – you can't simply have a supply chain strategy and expect your team to adopt it. You need to find ways to delegate responsibility and motivate your team to actually accomplish those company objectives.
4. **Poor communication with strategic alliances** – your strategic alliances are an incredibly important aspect of your supply chain. That means that information, material, and cash need to flow between you smoothly. To make that happen you need to have incredible communication with those strategic alliances.

Future Supply Chain Solutions Ltd. (FSC) is an Indian supply chain and logistics company.

FSC is the only company in India which has Contract Logistics (Warehousing & Distribution), Express Logistics, Cold Chain services and FSC E-Comm Logistics services. These services are provided through a pan-India network of state-of-the-art Logistics Parks, technology- enabled warehouses and transport hubs and branches.

FSC caters to corporates in Food & FMCG; Apparels, Footwear & Accessories; Home and Furniture, Consumer Electronics & Hi- Tech; Automotive; Pharma and Light Engineering domain. Future Supply Chain Solutions has established capabilities to study customer's supply chain processes and re-engineer, build & implement customised Supply Chain Solutions through scientific Supply Chain Management.

FSC has made significant investments in Infrastructure & Technology and has been a pioneer in modernizing supply chain and logistics by implementing global best practices in the Indian context. This has enabled FSC to provide customized Supply Chain Solutions & Services which reduce Time- to- Market and Cost- to- Market of customers.

History

FSC (Future Supply Chain Solutions Ltd.) was co-founded by Mr. Anshuman Singh, CEO and Managing Director, in April 2007 as a part of the Future Group. In 2009, looking at the potential, Fung Capital the family owned private equity arm of one of the worlds largest supply chain and distribution companies Li & FungGroup invested $ 30 mn to buy a 26% stake in the company.

2008 saw the implementation of basic ERP-SAP as well as the launch of Vendor Relationship Management portal (VRMP), Warehouse management system (WMS) became operational in 2009 and the year also saw the implementation of advanced Transportation management system (TMS). 2010 brought in place Put to Light (PTL) sortation system for better logistics Automation followed by implementation of Vehicle tracking system (VTS) / Global Positioning System (GPS) system in the following year.

Highlights

2013 Formally launched Distribution Centre in MIHAN, Nagpur
2012 Future Supply Chains changes to FSC.
2012 CMS (Complete Movement Solutions) launched under FSC Express Logistics
2012 Distribution Centre at Nagpur crosses throughput of 400,000 pieces of Apparels in a day.
2011 Acquisition of warehousing business of Transmart
2011 Distribution Centre for Food & FMCG launched at Bhiwandi, Maharashtra with Infra, Automation, WMS, PTL and unitised delivery with Roll Cages
2011 Brand Distribution Services business launched
2011 Contract Logistics (Warehousing) business launched
2011 Vehicle Tracking System (VTS) a GPS enabled system, implemented in dedicated fleet of vehicles for customers
2010 Auto Replenishment System (ARS) implemented
2010 For the first time in India, Put to Light (PTL) Sortation System, implemented in Apparel Distribution Centre
2010 Express transportation business launched
2009 Transport Management System (TMS) implemented to improve visibility in and optimise transportation operations
2009 Major Distribution Centres converted to state- of- the- art with the best Infrastructure like Multi –level Racking MHE's, RF guns etc.
2009 Infor WM 9.0 Warehouse Management System implemented across 18 locations in 6 months
2009 Hong Kong-based PE firm Fung Capital picks up 26% stake
2008 ERP- SAP Module and Sambandh (Vendor Relationship Management) portal launched to increase visibility in operations

Conclusion

The management and structures of supply chains in India have transformed since the early 1990s when they were perceived as linear chains of companies and managements focused on improving the efficiency of material flows. Indian firms are quite aware of the best logistics and SCM practices, but many of them are yet to practice them actively. They are generally adopting these practices piecemeal and supply chain integration is yet to take place in most of the chains. Increasing customer requirements and improved ICT have affected SCM efforts. Today the extended multi-tier structure of supply chains as well as the need for better forecasting, collaborative planning, effective logistics and information sharing is better understood. In future, ongoing outsourcing and specialization are expected to result in demand-supply networks, with shared technology and systems, extended decision rights and non-

territorial services. The awareness of planning and control techniques and communication means is high and work on increasing and improving supply chain integration and collaboration is likely to be intensified in the near future.
I know for some small business owners, thinking about your supply chain is something you'd rather not do.
However, that's exactly why you should do it. Because most small businesses ignore this particular part of their business, it leaves an incredible opportunity for those who optimize their supply chains.

Quick Side Note: If you're still looking to start a business, this article should still be valuable to you. Having a solid grip on this information will help you grow your business faster once you've launched it.

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"A Comparative Study Of Employee Development Practices Within The Indian Public And Private Telecom Organizations: With Special Reference To Pune City"

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ABSTRACT:

Organizations today in telecom sector are facing increasingly fierce competition, demanding customers, economic pressures, and financial crises. To be effective, they must reduce costs, improve product and service quality, and respond quickly to new opportunities in the marketplace; but these results in compromising profit margins & average revenues. Moreover, the sector is largely regulated by TRAI & National Telecom Policy-94, 99 & the recent 2011. Therefore to sustain organizations in Telecom needs to transform into better organizations. This calls for adoption of employee development practices as a new age business driver that help in achieving desired performance and thereby business goals.

The research article attempts to carry out a comparative study of the extent of various employee development practices implemented in the public sector telecom organizations vis-à-vis private sector and also to understand the preference of the employee development implemented in the concern sector.

Keywords: *Employee Development, HR Interventions and Public and Private Telco's.*

Introduction:

Organizations face multiple challenges and threats today-threats to effectiveness, efficiency, profitability, challenges from turbulent environments, increased competition, changing customer demands and constant challenge to maintain congruence among organizational dimensions such as technology, strategy, culture and processes. Keeping organizations healthy and viable in today's world is a daunting task. Individuals in organizations likewise face multiple challenges-Finding satisfactions in and through work, fighting obsolescence of one's knowledge and skills, maintaining dignity and purpose in pursuit of organization goals and achieving human connectedness and community in the workplace.

The Indian Telecommunication Sector is a classic example of these challenges. Organizations today in telecom sector are facing increasingly fierce competition, demanding customers, economic pressures, and financial crisis. To be effective, they must reduce costs, improve product and service quality, and respond quickly to new opportunities in the marketplace; but these results in compromising profit margins & average revenues. Moreover, the sector is largely regulated by TRAI & National Telecom Policy-94, 99 & the recent 2011.

The key in building up a capable telecommunications operation is adequate Employee Development. Employees are the intellectual capital of any organization. Human resource is undoubtedly the most challenging and dynamic capital in an organization. They are the contributors to the intellectual capital, social capital and emotional capital of an organization; there by being the most important instruments behind every success or failure. The success or failure of the organization depends on employees' performance. Therefore, organizations are investing huge amount of money on employee development.

Need for the Study:

Within the services sector, Telecom Industry is considered to be of vital importance to a developing economy like India, since there is a dearth of adequate resources in the other sectors. The importance of telecom sector in economic development is enlarged due to the importance of communication for development, its role in bridging the urban rural divide, large investments attracted by the sector and along with wide based, employment opportunities generated in the sector.

It has become imperative for telecom organizations to undertake initiatives for continuous development of employees since an employee as a human resource plays vital role in effective organizational development and subsequently in transforming the organization for efficiency, effectiveness and productivity. This need can be particularly strong in the service sector where Human Resource is the key to delivery and productivity. Hence, the researcher contemplates that management of organization should understand which Employee Development Practices yield best results in helping the organization achieving its designated.

Review of Literature:

The best practice in case of Human Resource Management (HRM) refers to high performance work practices (e.g. training, recruitment and selection, compensation, performance appraisal, industrial relations) that may, in turn, have an impact on firm performance and ultimately on the competitive advantage of the organization (Huselid, 1995). These HR Practices that are regarded is Best HR Practices can be termed as substantial drivers for employee development.

Employee development activities are very important for the employees as the activities are performed, it indicates that organization cares about their employees and wants them to develop (P.Antonacopoulou, 2000; Waheed, 2011).Employee Development is aimed to develop the abilities of an individual employee and organization as a whole.

In the survey Society for Human Resource Management (SHRM) and Catalyst; Esen & Collison (2005), have defined employee development as improving employee competencies and skills over the long term through a variety of methods such as mentoring, coaching and succession planning (Collison, 2005).

The process of employee development plays a vital role in developing or let losing their employees through training and organizational development with the purpose of increasing their performance.

Employee development behavior can be quite diverse in form, and can include things like (1) job-related courses, programs and reading, which includes visiting on-site development centers, college courses that are related to the job, on-the-job training, non-college courses or training programs, and job-related reading; (2) non job- related courses, programs and reading, including visiting a development center to work on a non-job-related learning package and developmental reading that is not related to the current job; (3) feedback and assessments, including performance and development reviews, psychological assessments, assessment center feedback, 360° feedback and informally seeking performance feedback; (4) job experience, which includes job enlargement, job rotation, transfers, promotions and employee exchanges; (5) relationships, which includes mentoring and peer relationships; (6) career planning activities, including attending a career or personal development fair, and updating written records of development plans and achievements; and (7) work-related development, including participating in work groups to consider particular issues, personal projects, being seconded to other departments or positions, taking on roles additional to normal duties, visiting suppliers, customers or dealers to gain a wider understanding of the business, challenging task assignments and special projects or task forces (Maurer H. R., 2009).

Based on 81 large manufacturing public sector firms and 56 private sector firms, a study has been conducted to compare HR practices adopted by them. The study gives focus on the structure of HR department, the role of HR function in corporate change, recruitment & selection, pay and benefits, training & development, employee relations and HR strategies. The study end up with the result stating the gap between Indian private and public sector HR Practices are significantly different. In terms of compensation and T &D, Indian Private Sector firms have adopted more rational approach as compared to the public sector (Boyne, 2004).

The literature review helped to narrow down the search for wide range of employee development practices that are included as a part of study. These include:

1. Training & Development
2. Education
3. Coaching & Mentoring
4. Career Planning
5. Job Rotation
6. Performance Assessment
7. Employee Involvement
8. Autonomy
9. Compensation Management

Research Objective: To carry out comparative study of employee development practices in public and private sector telecom organizations.

Hypothesis:

H_{01}: There is NO significant difference in the extent of implementation of employee development practices adopted by the Public and Private Telecom Organizations.

H_{a1}: There is a significant difference in the extent of employee development practices adopted by the Public and Private Telecom Organizations.

Research Methodology:

- Geographical Area: Pune City.
- Population: Employees of Public & Private Sector Telecom organizations functioning in Pune City.
- Sampling Frame: List of employees working in Public & Private Telecom Industry.
- Sampling Method: Purposive Sampling
- Sample Size: 210 Executives and 40 Managers (Educational & Psychological Measurement, 1970; Krejie, Robert V, Morgan, Daryle W.).
- The total number of respondents was divided into the following sub-groups –
  Managers Mid level Managers & AGM's (40)
  Executives JTO, S.D.E, Dept Executives (210)

Statistical tools*: Chi-square test and Computation of indices such as Average Agreement level*

Data Analysis & Discussion:

A structured questionnaires was designed for collection of data from sample respondents in the sub-groups namely executives and managers. The questionnaire was developed to study primarily the extent of implementation of Employee Development Practices adopted by Public and Private telecom organizations in Pune City and then secondly to understand the level of agreement and map the preference of implemented employee development practices in the concern sector through employee feedback.

The analysis of received data is carried out by two approaches:

Approach 1: Regular Contingency Table and Chi-Square test for association

Here, count of different responses is presented in 2 x 5 contingency table & Chi-square test is applied to investigate the extent of implementation of ed practices in general & association of agreement with Telecom Sector.

Table 1: Extent of Employee Development Practices Implemented & Chi-Square Value

Sr. No.	Employee Development Practice	Type of Organization	To Great Extent	To Some Extent	Not at all	P-value
1	Training & Development	Private	115	10	0	$9.95x10^{-37}$
		Public	15	110	0	
2	Education	Private	42	083	0	$6.95x10^{-11}$
		Public	02	119	4	
3	Coaching & Mentoring	Private	70	55	0	$5.17x10^{-55}$
		Public	0	0	125	
4	Career Planning	Private	17	98	10	$6.79x10^{-37}$
		Public	02	11	112	
5	Job Rotation	Private	032	093	000	$4.90x10^{-21}$
		Public	106	019	000	
6	Performance Assessment	Private	110	015	000	$1.94x10^{-20}$
		Public	038	087	000	
7	Employee Involvement	Private	106	019	000	$5.71x10^{-27}$
		Public	020	083	022	
8	Autonomy	Private	113	012	000	$1.54x10^{-51}$
		Public	000	006	119	
9	Compensation Management	Private	098	27	0	0.065
		Public	109	16	0	

Approach 2: Average Agreement Level is computed

As it is known that there are variety of employee development practices & its implementation in different organization. Depending upon, the implementation in different organization, experience and observation, employee has their perception about it in terms of agreement level. In the present study, about 32 statements on 9 different Employee Development Practices were subjected through questionnaire to the respondents, in order to receive their agreement level as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. The Table 4.37 gives the break up of 32 statements according to the 9 Employee Development Practices identified.

Table 2: No. of statement on ED Practices

Sr. No.	ED Practice	No. of statements
1	Training & Development	2
2	Education	2

3	Coaching & Mentoring	4
4	Career Planning	4
5	Job Rotation	4
6	Performance Assessment	5
7	Employee Participation & Involvement	3
8	Autonomy	4
9	Compensation Management	4

In order to compare, opinion about employee development practices in two sectors, average of average agreement level (AAL) is computed for all Employee Development Practices based on the statements presented in the questionnaire. Sector wise average AAL, is sorted in decreasing order so as to obtain the ranking of Employee Development Practices as perceived by Respondents.

The qualitative & subjective agreement levels are assigned the values as shown below:

Table No.3: Value Assigned to 5 point likert scale

Sr.No.	Agreement Level	Value Assigned
1	Strongly Disagree	-1.0
2	Disagree	-0.5
3	Neutral	0
4	Agree	0.5
5	Strongly Agree	1.0

Thus, agreement level is negative for disagreement & is positive for agreement. Using the frequency or count for each agreement level, average agreement level (AAL) is computed.

Agreement Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Agreement Value	-1.0	-0.5	0	0.5	1.0
Count	f_1	f_2	f_3	f_4	f_5

$$AAL = \frac{-1\text{x f1} + (-0.5\text{ x f2}) + 0\text{ x f3} + 0.5\text{ x f4} + 1\text{ x f5}}{\text{f1} + \text{f2} + \text{f3} + \text{f4} + \text{f5}}$$

It can be easily seen that the AAL will range between -1 and +1.

The corresponding data is of ranking of employee development practices through Average AAL is computed in Table 4 and presented in Figure No.1 through Multiple bar graph

Table No.4: Ranking of ED Practices

PRIVATE			**PUBLIC**		
Rank	**EDP**	**Average AAL**	**Rank**	**EDP**	**Average AAL**
1	Employee Involvement	0.784	1	Career Planning	0.302
2	Performance Assessment	0.759	2	Compensation Management & benefits	0.186
3	Career Planning	0.740	3	Education	0.112
4	Job Rotation	0.726	4	Job Rotation	-0.079
5	Autonomy	0.663	5	Training & Development	-0.144
6	Coaching & Mentoring	0.544	6	Coaching & Mentoring	-0.162
7	Training & Development	0.532	7	Employee Involvement	-0.189
8	Education	0.306	8	Performance Assessment	-0.273
9	Compensation Management & benefits	0.231	9	Autonomy	-0.277

Results & Discussion:

The responses of the survey helped to come with the findings regarding the extent on employee development practices implemented in both Public & Private Sector:

i. Training & Development is practiced to a great extent in private sector and to some extent in public sector.

ii. Formal Education is provided to some extent in both sector through encouragement & sanctioned leave.This is subjected to the willingness of employees.

iii. Coaching and Mentoring and Autonomy are the employee development practices implemented in Private Organization to a great extent. On the contrary it is not at all implemented in Public Sector.

iv. Career Planning is practiced to some extent in private organizations and not at all in public organizations.

v. Job Rotation, Performance Assessment and Employee Involvement is practiced in public sector organization to a great extent and in private sector to some extent only.

vi. Compensation Management is practiced in both public & private organizations to a great extent.

vii. The chi-square test reveals that the p-value is less than 0.05, hence it can be concluded that the perception of each of the first eight employee development practices is different in both the sector.This may be due to the fact that the culture in both the sectors are different and thereby the importance as given to each of the practice differ significantly except for compensation management.

viii. **Private Sector Study**:

The Private Sector Study reveals that, Employee Involvement is the highest ranked employee development practice. It can be further inferred that the employee involvement is expected in Problem Solving, Decision Making, Innovation & generation of new ideas which according to Public Sector respondents is highly neglected Employee Development Practice.

It is further seen that Performance Assessment is the second rated employee development practice in Private Sector. In fact, Performance Assessment is a periodic and rigorous practice in which Performance is assessed on the basis of target. Job rotation, Autonomy and coaching & mentoring is the other employee development practices implemented in the private sector.

In conclusion, it is found that Employee Involvement,Performance Mangement,Career Planning,Job Rotation and Autonomy are found to be the maximum implemented employee development practise in Private Telecom Sector based on the agreement level of respondents.

ix. **Public Sector Study:**

In Public Sector, Career Planning,Compensation Management,Education,Job Rotation and Training & Development are considered to be widely adopted employee development practices.

Career Planning is pointed out to be the highest ranked employee development practices. The Comparative study reveals that Performance Assessment is also the most neglected practice in Public Sector because the concept of Self-appraisal is widely accepted in Public Sector. Self- Appraisal is not periodic but it is annual and is not focused on target.

It is seen that Compensation Management is the least rated by the respondents in Private Sector; whereas, it is the second one in Public Sector. Thus, it is seen that the extent of implementation of Employee Development Practices adopted in Private & Public Sector are different. This disproves the hypothesis H_0 & accepts H_{0a} i.e **"The extents of implementation of Employee Development Practices are different in Public and Private Telecom Organizations**

Suggestion:

This research study reiterates the need to integrate people related dimensions of implementation of selective high performing employee development practices for successful organizational transformation.

Public sector organizations need to focus on employee development practices such as Training, Coaching & Mentoring, Performance Assessment, Employee Involvement and Autonomy and implement the same to a great extent in the organizations.

Performance based appraisal in the form of 360 Degree is suggested for implementation in the public sector since there is a dearth of a rigorous performance assessment tool. Performance gap identification and application of key performance indicators are the necessity for transforming public sector organization.

On the basis of performance gaps and key performance indicators, adequate training programmes are required to be organised imperatively in the public sector telecom organization. Regular training need assessment is required to be undertaken and employee opinion on the same are required to be considered in public sector.

Career Planning is the one major area where private sector organizations are required to gear up. The research study advocates that Organizations must largely invest in employee development to obtain the desired result through each adoption of employee development practices.

Conclusion:

The environment in which organizations operate is increasingly turbulent in an era of global, national and regional competitiveness. But, paradoxically, that competition is a part of rapidly mélange of competitiveness and interdependencies. Alliances, mergers and acquisitions are all common in the current Indian Telecom Industry. The highly competitive, turbulent business environment calls for the creation and delivery of superior customer value. In order to meet customer expectations and deliver superior value, many firms are required to undertake significant transformations by developing employees, culture and processes.

Employee development will be a major player in assisting organizations to shift to and sustain this new paradigm and transform effectively for the future. The employee development practices are nothing else but HR or Change interventions. These interventions are extremely powerful and are aimed to unleash the human spirit and human capability in the workplace.

The study highlights that the perception of employees towards each of the identified employee development practices is different.

The employee development practices can be used effectively in the form of change interventions that can result in developing an organization in any other irrespective sector

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"A Study Of Key Practices Adopted By Organizations For Creating An Innovative Culture To Retain Their Excellent Performing Managers"

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ABSTRACT:

It is important for every organization to retain people, especially good performing employees. But it is more difficult for the organization to retain 'Excellent Performing Managers'. These are the special category of people on whom the success of the organization rests. Organizations are always on the lookout of such people. In fact, organizations appoint consultants for attracting such people. To retain such type of people, special incentives are needed. Organizations have to see that all sort of facilities are provided to them. All these facilities vary from company to company.

Every company try to offer better facilities and incentives to retain and attract such people within its budgetary means. Every company tries to have novel ideas to retain such people. Certain managers would like to have more monetary benefits, whereas others may, would like to have recognition and social status and opportunity for self-actualization. There are number of ways or incentives to be offered to managers to retain them. But this cannot be done in case of every manager. We have to follow the cafeteria approach. We have to identify those managers whose track record is excellent. Those who are inevitable (essential) to the organization, depending upon the utility, organization incentives are to be offered. Retention of Excellent Managers is vital from the point of view of the organization.

KEY WORDS: Retention, Incentives, Employee Well-being, Excellent Performing Managers

INTRODUCTION:

"Our Asset walk out of the door each evening, we have to make sure that they come back the next morning" Narayan Murthy, Chief Mentor of Infosys.

"My employees are most important assets and when they go home in the evening, my net-worth drops to zero" a Software Billionaire in Silicon Valley (USA).

There was a partnership firm in USA doing very good business. On separation of business, one of the partners said, you take all the assets of the business, leave employees to me. This is the importance of human assets of the enterprise.

Human capital is not solely the people in the organization, it is what those people bring and contribute to organizational success. Human capital is the collective value of the capabilities, knowledge, skills, life experience and motivation of an organizational workforce. It is also called as intellectual capital. It would mean that knowledge, creativity, thinking of the people make. As per Gray Becker (Nobel Prize Winner), countries managing human capital better are likely to have better economic results.

There are various ways and means suggested for the well-being of employees. But these ways are suggested for everybody in the organization. It benefits not only all individuals in the organization but it makes organizations better place to work for. Evidence shows that people who achieve good standards of well-being at work are more likely to display a range of skills that will also benefit employers. In work places that are set up to foster well-being, people tend to be more creative, more loyal, and more productive and perform better in terms of customer satisfaction.

Improving well-being at work implies a more rounded approach which focuses on enabling employees to maximise their personal resources (in particular, with reference to creating a good work life balance), creating an organizational structure that enables employees to flourish and take pride in what they do, supporting people to function to the best of their abilities, both as individual and in collaboration with their colleagues, and producing a positive overall experience of work. Well-being is important for all. It motivates people, reduces absenteeism and reduces labour turnover. It has many advantages. It creates healthy behaviour among its employees to help staff maximise their physical and mental health. It enables employees to track and analyse nutrition, physical activity, sleep patterns and stress on daily basis.

It is important for the organization to retain the people, especially good performing employees. But it is more important for the organization to retain 'Excellent Performing Managers'. This is the special category of people on whom the success of the organization rests. Organizations are always on the lookout of such people. In fact, organizations appoint consultants for attracting such people. to retain such type of people, special incentives are needed. Organizations have to have to see all sort of facilities are provided to them, all these facilities vary from company to company.

Every company try to offer better facilities and incentives to retain and attract such people within its budgetary means. Every company tries to have novel ideas to retain such people. Certain managers would like to have more monetary benefits, whereas others may, would like to have recognition and social status and opportunity for self-actualization.

NEED AND SIGNIFICANCE OF THE STUDY:

In today's dynamic and competitive world, attrition and retention of employees is crucial aspect for the employees and the organizations as well. Due to number of reasons such as better work environment, high pay, better facilities, better security, etc., there is a high rate of labour turnover. Employers are getting difficulties in retaining good and trained manpower. It is still difficult for the organizations to retain Excellent, Performing Managers, who are essential for better organizational performance. It is imperative to study the reasons pertaining to the particular organization because the reasons differ from organization to organization. There may be certain reasons which relate to certain departments only. Some of the general reasons are better work environment, lack of well-being policies in sufficient degree and lack of initiatives in retaining excellent performing managers.

Therefore, for retaining employees especially the excellent performing manager is a challenge for the management which requires company to have better work environment, availability of well-being policies and initiatives that motivate employees to remain with the organization for sufficiently longer period of time. Organizations have to create such working environment in which employees would enjoy working and would get maximum job satisfaction. They will have a pride and potential working in the organization.

The research will be relevant both to the employees and the employer. It is important to the national economy and even for the global economy as a whole. Retention and well-being have not found desire attention so far. Findings of research will be helpful to the employees / excellent performing managers in a way that they would know why people leave the organization. They would also know authenticity of leaving the organization. what are the advantages of retention in an organization for longer duration? Organizations would analyse the reasons for attrition and also the cost of the attrition. Retained employees will have better communication among each other. They would know the capabilities of each other and as a team they would lead to the objectives of the company. Higher turnover disturbs the functioning of the organization. New employees are required to be trained. There is cost of selection of new employees. New employee may not get adjusted in the work environment. They may make mistakes which would be very costly even from the point of view of organization. Findings of research will be useful in giving directions and achieving higher performance in terms of increased and better quality output, higher sales, reduction in cost resulting better profitability.

This research has implications from the view point of society also. As employees form a major part of the society, satisfied employees will lead to peace in society. Unstable and unsatisfied class of employees will lead to the distortion in the society, because many families are dependent on the employees. Research will help to encourage happiness and ensures social commitments and relationship building among members. Considering the above it is the necessities of the hour to study the reasons of attrition and initiatives for retention of excellent performing managers.

LITERATURE REVIEW:

Researcher has taken a review of number of books related to well-being. Researcher has also studied the relationship between well-being and employee engagement through different research papers. Researcher has also studied the impact of work environment and employee performance. He has also studied the relationship between work environment and productivity. Researcher has also studied the research papers relating to workplace environment and its impact organizational performance in public sector organizations. He has studied the literature of 'World Economic Forum' which is committed to improving the state of the world.

In one of the papers 'The workplace alliance investing in a sustainable workforce' prepared in collaboration with Boston Consulting Group, in the preface they said (Michael B McAlister and Robert Greenhill) 'we firmly believe that global collaboration of employers working together will deliver powerful insights and make workplace wellness part of the solution to the human capital challenges employers are facing today. The alliance has the potential to become a powerful contributor in the arena. For this reason, we are committed to further developing the alliance momentum increasing relevance and stabilizing sustainability of practices and seeking a path to closer integration in the working place wellness space.

OBJECTIVES OF THE STUDY:

The main objectives of the study are as follows:

1. To study various reasons of attrition leading to employee turnover.
2. To find out various initiatives / key practices adopted by organizations to retain their excellent performing managers.

FINDING OF RESEARCH STUDY:

The researcher has also studied various organizations in and around Pune through administering questionnaire and discussions with company Head – HR to understand reasons of attrition and key practices adopted by these companies for creating innovative culture to retain their excellent performing managers and come across following findings:

REASONS OF ATTRITION / EMPLOYEE TURNOVER:

Employee Turnover: it is the joining & leaving employees of the company. There are two major reasons.

1) Employee related**:**
   a) Job hopping tendency of employees
   b) Too much ambition on the part of employee
   c) Dissatisfaction from the present job and from the company.
   d) Better option available elsewhere.
   e) Home sickness is also one of the reasons.
   f) Spirit of entrepreneurship
2) Company related**:**
   a) Culture of the organization
   b) Faulty HR policies
   c) Poor leadership and supervision.
   d) High expectations from the employee

Apart from above reasons, there are various other reasons for leaving the organization.

1) Tired of job – One of reasons for leaving the company is the employee is getting tired of doing the same job and losing interest in doing it.
2) Pay rise – This is true in case of young employees' movement. They resort to hopping the job with the expectation of higher salaries. Sometimes, in spite of the fact that company has given a fair rise in salary, they would show the last pay certificate to other company and ask for further hike in the salary and then they leave the company.
3) No suitable accommodation – In metro cities, it is difficult to get suitable accommodation with a reasonable rent.
4) Relation with boss / peer and subordinates – Some time colleague in the department do not accommodate a new person. He feels lonely and therefore forces to leave the company.
5) Trend to go outside country – Whether it is beneficial or not there is a craze among youngsters to go outside company for getting the job.
6) Transport problem – Sometimes employee get tired of traffic congestion & the time required to commute to and from the company.
7) Psychological problems – Employee may have certain family or psychological problems due to which he would like to leave the company. Sometimes, on account of immaturity or unable to take decision the employee leaves the company.
8) Non participation in decision making – Employee can do the job better when he has a role to play in decision making. It is moral obligation on part of employee to do the job which he himself is a part. When he is not involved in this process, he leaves the company.
9) Medical reasons – If employee suffers from discomforts like back ace, sufferings from eye site, disorder of brain, he leaves the company even if he has intensions to stay.
10) Philosophy of new generation – New generation has short sightedness. They have short term objectives. They do not think of long term benefits of life and thus they are doing the mistake of leaving the company.
11) Leadership – Company may not have good leadership. They do not have foresightedness in running the company. They do not have proper mission.
12) High expectations – Management may have very high expectations from their employees beyond their capacity and therefore out of frustration, employee leaves the company.

INITIATIVES FOR RETAINING EXCELLENT PERFORMING MANAGERS:

1. Work from home: Especially for ladies, it is important as they have to care for their children, parents, in-laws etc. this provides flexibility to them. They can look after their children and at the same time they can work for the company also. If they are given this facility, they will be more loyal to the company and can work with more devotion.
2. Offering a high value accommodation: Organizations offer high value accommodation in the form of big size furnished flat or bungalow in a posh locality. Organizations pays the EMI for that flat. There is an agreement between the concerned manager and the company, after successful service of certain number of defined years,

that accommodation will get transferred in the name of the manager, subject to certain conditions, such as if the manager leaves the employment of that company, he will have to vacate that accommodation and will have to handover the possession of that accommodation to the company.

3. Offer partnership: In certain organizations, after certain number of years the concerned person is offered a partnership in the company, for example, A F Fergusson and Company, a chartered accountants firm. Certain consulting companies are also doing the same thing such as Mecanzy.
4. High branded car: Company offer high branded car like BMW / MERCEDES etc. for use. Having worked with that company for certain number of years, ownership of that car would be handed over to the concerned manager, subject to certain conditions. Expenses incurred for fuel, maintenance and salary of driver will be paid by the company. These facilities would satisfy the ego of a person and the concerned manager will get the recognition as a high profile person.
5. High amount of retirement pension: Everybody would like to have happy retirement life. Company can offer high amount of monthly retirement pension, which can satisfy all the needs of a manager. This would enable him to live life as happily as before. In anticipation of such pension manager can stay in the company up to the age of retirement. Everybody would like to live retired life with dignity and honour and high amount of pension would enable him to live desired retired life.
6. Full medical reimbursement for self and family: It is medical expenses that worry a person. No one knows what would happen in future. If medical expenses are reimbursed in full by the company, concerned manager is rest assured and can work peacefully. He would also remain loyal to the company.
7. Stock option: Company can offer stock option to the deserving manager, after a certain numbers of service with the company. In that case he becomes a part owner of the company. He can participate in decision making of the company like a shareholder. That motivates a manager to take judicious decisions. It will encourage him to spend less and less and earn a better return for the company. Take the example of Infosys, due to stock options, many employees of Infosys became millionaires.
8. Sending a manager for overseas: Certain companies send the concerned manager abroad for some reason or the other. That satisfies his ego. The family and relatives of the manager feels proud of him.
9. Tour programme for the family: Company can chalk out tour programme for the family as a whole. Such managers work with devotion. They hardly get any time to spend with family. Therefore, annually suitable programme can be chalked out by the company. That gives leisure to them. After tour they start with fresh and with more vigour.
10. Membership of club: If somebody is interested in sport, then take a sports club's membership for the manager and ensure that he/she gets time to play; otherwise it will be of no use.
11. Career opportunity: Try to understand the aspirations of each and every manager. Provide suitable opportunities for meeting their career goals. Send them for necessary training whenever required.
12. Send the manager abroad with his family: If the company wants to send a manager abroad, then send him there along with his family for a week or so, let him study the environment there. He would study whether the atmosphere and the weather is suitable for his family.
13. Medical advance and reimbursement of medical bills: In case there is a sudden illness is caused to the concerned manager or the member of his family requiring huge amount, company may arrange for medical advance and subsequently can reimburse the medical bills. Such manager would remain loyal to the organization also.
14. Provide crèche (Day care): This is important for women. Company should provide day-care facilities for their children, so that they can concentrate on their work and they would not think of leaving the company.
15. Payment in dollars: Many employees are eager to earn in dollars. You can pay them in dollars so that they will not get disappointed even if they are not sent abroad.
16. Staying facility for PETS: At times, there may not be anybody to look after the pets. Company can provide such facility. In that case the concerned manager would be grateful to the company and will not think of leaving the company.
17. Arrange for admission of the children: Admission to school / colleges is a big problem for the parents. Company should make a tie-up with good school / colleges so that children of the employees can get admission easily.
18. Tie-up with hospitals: Company can make tie-up with hospitals so that in case of emergency, managers can get admitted to such hospital in case of illness and emergency.
19. Provide large amount of PF and Gratuity: Company can provide large amounts in PF and Gratuity beyond the provisions of law. In that case managers are assured of their happy retirement life.
20. Cafeteria: Provide a cafeteria in the company, which can cater to good food and drinks and provide energy to the managers to work with concentration.
21. Lump-sum loan for purchase of furniture: Such loan can be provided by the company and it should be based on grade of the employee. Such loan should be either interest free or bearing a small rate of interest.

22. Medical treatment abroad: If certain treatment is not indigenously available, arrangement must be made by the company to send the manager or his family member broad for medical treatment and expenses thereof must be borne or subsidised by the company.
23. L.I.C. for Key Personnel: The important managers of the company must be insured with large amount equivalent 5 to 6 times of annual CTC, so that the manager would not be worried in case of any mishap happened to him.
24. Appoint them as director / chairman of some trust / society owned by the company: Company may own certain charitable trust such as school / hospital / co-operative credit society etc. Certain managers as per their utility may be appointed as directors etc. This will satisfy their ego.
25. Personal tour booking arrangement: It is not possible for the managers to find time to book for their personal tours. Such personal tours of managers may be booked by the company.
26. Recognition and praise: The good work done by the managers should be recognised and praised from time to time.
27. House servants: Important managers should be provided with servants for their family e.g. cook / driver / sweeper / gardener.

Apart from various practices followed to motivate and retain employees including excellent performing managers, well-being plays central role in creating flourishing societies. Focussing on well-being at work presents a valuable opportunity to benefit societies by helping to feel happy, competent and satisfied in their roles. It is revealed that people who achieve good standards of well-being at work are likely to be more creative, more loyal, and more productive and provide better customer satisfaction than individuals with poor standards of well-being at work. Improving well-being at work focuses on helping employees to strengthen their personal resources, flourish and take pride in their roles within the organizational system functions to the best of their abilities, both as an individual and team. They are helping employees to have positive overall experience of work. It is interesting to know as to how to foster the well-being at work.

There is positive association between good health (including healthy behaviours) and well-being. Employers should help their staff to achieve good health by encouraging physical activity; supporting healthy eating and trying to ensure that work does not get in the way of good sleep and vitality. Getting the work life balance appears to be effective way of avoiding one of the greatest predictors of stress at work. It may be possible to maximise overall organizational well-being using a fixed salary budget by paying staff fairly. It appears likely that organizations can adopt certain approaches towards job security in order to help their staff to achieve higher levels of job satisfaction working with employees to ensure that they have a sense that the job is available, has also been shown to imply greater job satisfaction as well as higher levels of morale.

By ensuring good levels of job-fit and skills used by creating opportunities to staff to develop new skills, employers will be positioned to create high levels of employee satisfaction with their jobs and their development at work. By investing time in helping employees to take greater control over their work, staffs have been shown to perform better and with greater job satisfaction.

By taking steps to improve relationship at work with a particular focus on relationships between staff and managers and by encouraging positive feeling it appears to be possible to improve not only job satisfaction, but also life satisfaction.

CONCLUSION:

There are number of ways or incentives to be offered to managers to retain them. But this cannot be done in case of every manager. We have to follow the cafeteria approach. We have to identify those managers whose track record is excellent. Those who are inevitable (essential) to the organization, depending upon the utility, organization incentives are to be offered. Retention of Excellent Managers is vital from the point of view of the organization. It is essential for the company to stay into the competition. It is also necessary for maintaining competitive spirit in the organization.

REFERENCES:

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3. Administering Questionnaire and discussions with HR Heads of various companies in and around Pune to understand the reasons of attrition and initiatives / key practices adopted by them to create innovative culture for retaining their excellent performing managers.

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Competency Based Succession Planning

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INTRODUCTION

More than half of companies today cannot immediately name a successor to their Managers and CEO, should the need arise. Not having a truly operational succession plan can have devastating consequences for companies — from tanking stock prices to serious regulatory and reputational impact.

Succession planning has been defined as ***"perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future"***

Succession Planning can be looked at in both simple and in comprehensive terms.

- Put simply, leaders should ask themselves, ―If I am hit by a bus, who will be my back- up?
- From a more comprehensive viewpoint, companies may have successive management programs that are fully aligned with their visions, missions, ethics, goals, policies and practices.

Commentators have stressed that:

- Managers should get involved in succession planning and make it part of their jobs; and
- Human resources staff plays an integral role in succession planning by being behind the scenes in helping managers to do their jobs.

Sandvik Asia Pvt. Ltd has a large pool of Managers and Directors who have contributed to Sandvik‘s growth for long years. Many of them have come close to retirement and many would retire within 5 to 10 years. Ensuring that the right pool of leadership is available to fill in the vacant positions at all times is therefore a challenge before the Sandvik Human Resources. Sandvik therefore has promoted that succession planning is a vital practice for its Members to adopt in the continuous development of their workforces.

Sandvik can develop only with and through its employees. All of the company‘s employees are entitled to receive an individual development plan that clearly defines the actions that are expected to be taken for employees to optimize their development in their current and future roles. This plan is drawn up jointly by manager and employee and forms part of the employee objective discussions, at which performance targets and competency development plans are also established. It is highly important to Sandvik that the correct competencies are available for each position. A number of positions have been designated key positions for which Group-wide activities are being undertaken to ensure access to potential replacements. This planning process is being coordinated at Group level and is continuously revised. The individuals identified under the key position replacement plans have separate development plans that are regularly reviewed and revised. Succession planning is a key component of Sandvik‘s Human Resource strategy.

The purpose of this study is to ascertain and understand employee plans and behavior as they relate to working in Sandvik. The scope of this research effort includes both employees nearing and contemplating retirement and employees at risk of leaving for reasons other than retirement. Given the importance of succession planning, developing an ongoing research agenda as it applies to employee succession planning.

COMPANY PROFILE

Sandvik Asia Pvt. Ltd., Pune

On 8th July 1960 the incorporation of Sandvik Asia Ltd took place in Pune, India. The Company then manufactured tungsten oxide, mixed tungsten carbide power, tungsten carbide blankets, tungsten carbide tipped integral rock drill steels, detachable bits and extension drill steel equipment etc. The Company entered into a technical collaboration agreement with its parent company Sandviken Jernverks AB, Sandviken, Sweden. In 1961 a collaboration agreement was entered into between Sandvikens Jernverks Aktiebolag, Guest Keen Williams Ltd., and the Company in which the technical know-how of Sandviken Jernverks Aktiebolag would utilised by Guest Keen Williams Ltd., for manufacturing hollow drill- steel bars to be supplied to the company. In 1982 the Company obtained an amendment for the industrial license, production of specialized tools up to a value of Rs 10 million per annum. The Company agreed a foreign collaboration with Sandvik AB, Sweden, for the manufacture of process plants. Some new mineral tool products like p-4 Bar Picks and Sagem Shearer Picks were developed and introduced in the market.

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manufacture of process plants. Some new mineral tool products like p-4 Bar Picks and Sagem Shearer Picks were developed and introduced in the market.

In 1983 the Company began to diversify into new channels of production like the manufacture of specialized tools such as precision working holding and tool holding devices. The Company also introduced hot-rolls for rolling of wire rods, model mills, threading tool holders and inserts, `p' inserts and T-Max `U' trepanning heads for metal drilling. New types of point attack picks suitable for highway engineering were also developed.

In 1993 the Company added the agency business of whole range of new tungsten carbide metal working, rock drilling, hard material products besides taking up new stainless steel products and process plant equipment being manufactured by other group companies. New products such as T-Max 145 cutters, Delta drills, holding tools for CNC machinery centers were launched.

Sandvik's objective is to provide its customers and manufacture the right quality products. Sandvik is a high-technology engineering group, with advanced products and world- leading positions in selected niches. Operations comprise the Tooling, Mining and Construction, and the Materials Technology business areas. Since its founding in Sandviken in Sweden in 1862, Sandvik has developed into a global enterprise, with a multifaceted expertise in the field of materials technology. The business philosophy has been largely the same through the years: Sandvik shall be the leader in selected areas. Products are based on high value content and are developed in close cooperation with customers. Quality is the guiding principle in the global operations.

Sandvik's Mission: Commitment with passion on the clearly defined roles. To fulfill organizational objectives with internal and external customer approach.

SCOPE & OBJECTIVES

It is highly important to Sandvik that the correct competencies are available for each position. A number of positions have been designated key positions for which Group-wide activities are being undertaken to ensure access to potential replacements. This planning process is being coordinated at Group level and is continuously revised. The individuals identified under the key position replacement plans have separate development plans that are regularly reviewed and revised. Succession planning is a key component of the Group‘s competence sourcing. The workforce of Sandvik will need a leadership to not only lead them through this growth, but also develop them into leaders as well. To ensure that Sandvik continues to surpass its success story in the future, Sandvik has to ensure that succession planning is addressed. It is expected that the product of this project will be a resource for human resource planning managers who are responsible for succession planning and provide a basis for further research.

The Primary Objective:

To improve the retention of critical skills by investigating the importance of succession planning and management development in retaining staff. More specifically, the study investigates how effective succession planning is done at Sandvik Asia Pvt. Ltd.

Secondary Objective:

In order to develop a strategy for solving the primary objective, the following secondary objectives are identified:

1. What succession planning strategies does the literature reveal that will assist managers in effectively retaining critical skills?
2. What management development strategies do managers utilize to assist them in key labor retention?
3. How can the results of sub problem one and two be integrated?
4. How does management succession planning practice at Sandvik Asia Pvt. Ltd. comply with the theoretical Model and guidelines developed in this research?
5. What recommendations can be made to further optimize the process?

LITERATURE REVIEW

This chapter discusses literature description of various concepts related to the competencies and succession. A competency is the capability of applying or using knowledge, skills, behaviors, and personal characteristics to successfully perform the tasks.

The term "competence" first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. Later, in 1970, Craig C. Lundberg defined the concept in "Planning the Executive Development Program". The term gained traction when in 1973, David McClelland, Ph.D. wrote a seminal paper entitled, "Testing for Competence Rather Than for Intelligence". It has since been popularized by one-time fellow McBer & Company (Currently the "Hay Group") colleague Richard Boyatzis and many others, such as T.F. Gilbert (1978) who used the concept in relationship to performance improvement.

Succession planning is a process for identifying and developing internal people with the potential to fill key business

leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

According to a 2006 Canadian Federation of Independent Business survey, slightly more than one third of independent business owners plan to exit their business within the next 5 years and within the next 10 years two-thirds of owners plan to exit their business. The survey also found that small and medium-sized enterprises are not adequately prepared for their business succession: only 10% of owners have a formal, written succession plan; 38% have an informal, unwritten plan; and the remaining 52% do not have any succession plan at all. The results are backed by a 2004 CIBC survey which suggests that succession planning is increasingly becoming a critical issue.

Succession management and leadership development is an investment for organizations bright future (SHRM Foundation's Effective Practice Guidelines Series by David V. Day)

Research indicates many succession-planning initiatives fall short of their intent (Corporate Leadership Council, 1998)

Competencies are increased through job rotation and training, competency based recruitment will result proper selection. (Dr. Murlidhar Chandekar ISSN-2320-0073)

As per the researchers competency mapping is more applicable during recruitment process. Researchers not given that much of importance to relation between competency and succession, this research more focuses on competency based succession planning.

RESEARCH METHODOLOGY

Source of Information:-

- **Primary data:** The data is collected for the first time hence is fresh and happens to be original in nature.
- **Secondary data:** The data is the collected and processed information by some other person or organization.

Primary data were collected from employees who hold an important position in the organization and are involved in the Succession Planning Process E.g. Managers, Asst. Managers, and Supervisors etc.

Secondary data are gathered from the official website of the company, the internet and from reference books.

Research Tool:-

For the data collection we used structured close-ended questionnaire as well as open ended questions. In which we used both the **likert scale** as well as the **nominal scale** type of questions to collect our data.

Mean and Standard Deviations:

Likert scale questions are appropriate to print means for since the number that is coded can give us a feel for which direction the average answer is. The standard deviation is also important as it gives us an indication of the average distance from the mean. A low standard deviation would mean that most observations cluster around the mean. A high standard deviation would mean that there was a lot of variation in the answers. A standard deviation of 0 is obtained when all responses to a question are the same.

Pie Charts and Bar Diagrams

Charts such as pie charts and Bar diagrams are easy understand and are very useful when we have to show percentages.

Sampling Methods

Since the domain of Sandvik is very large we decided to use multistage sampling method to collect our data.

Cluster Sampling:

Sandvik Asia Pvt. Ltd. Pune covers three areas viz. **Tooling, Mining and Construction & Materials Technology.** Therefore here we decided to do **cluster sampling**.

Stratified Sampling:

Since Succession planning mainly involves the involvement of the higher/key positions in the department/organization we decided to do a survey of important positions like Managers, Asst. Managers, Supervisors, and Production Leaders in the tooling division.

Random Sampling method:

We used random sampling to select the candidates for our research from the selected strata.

Questionnaires

The Tooling Division of Sandvik consists of 532 employees, out of which the number of employees coming under our area of interest are 107. Two questionnaires were prepared **'Questionnaire1'** only for the management that actually takes part in the Succession planning process. There are in total 60 Managers in the Tooling Division. We took the **sample size of 20. 'Questionnaire2'**was prepared for all the key positions in the department including Supervisors and Production Leaders. A total of 107 employees were identified. We took the **sample size of 40.**

DATA ANALYS FOR QUESTIONNAIRE 1

Demographics

This chapter includes analysis of the demographic make-up of employees in the Tooling Department of Sandvik.

Educational Status

It was found that 27 of the 34 employees that we questioned were Diploma holders, especially Diploma in Engineering. The graduates were mostly Mechanical Engineers and the post Graduates had a Management degree such as MBA, MMS, PGDM.

No. of years in Service

Considering the number of years in service the trend seems that the experienced personnel have better chances of getting promoted. Out of the 10 managers that we questioned 8 of them had an experience of more than 15 years. But also a case was found where a managerial post had a candidate with less than 10 years of experience.

Gender Classification

It was found that Sandvik has very few numbers of female employees. Out of the 34 employees that were randomly selected only 2 employees were found to be female.

Workforce Satisfaction

The satisfaction of an employee is an important factor to determine whether the employee has an intention to continue or leave the job. Knowing the workforce satisfaction would help us in succession planning in two ways. First we can study why the employee is not satisfied and take certain measures to retain him/her if he/she has an intention of leaving. Second we know in advance that which positions are likely to be vacant and be prepared for it accordingly.

Here ***5****=Strongly Agree,* ***4****=Agree,* ***3****=neither Agree nor Disagree,* ***2****=Disagree,* ***1****=Strongly Disagree,* ***DK****=Don't Know*

Q.No.	Question	5	4	3	2	1	DK	Mean	SD
1	At my department my performance on the job is evaluated fairly.	**9**	**14**	**8**	**1**	**0**	**2**	**3.87**	**0.82**
2	The mission/purpose of my department makes me feel my job is important.	**19**	**12**	**2**	**1**	**0**	**0**	**4.44**	**0.74**
3	I have some control over what I am supposed to accomplish (my job objectives).	**9**	**23**	**1**	**0**	**0**	**1**	**4.24**	**0.50**
4	My supervisor seems to care about me as a person.	**17**	**13**	**3**	**1**	**0**	**0**	**4.35**	**0.77**
7	My department does an adequate job of keeping employees informed about matters affecting us.	**10**	**13**	**3**	**0**	**0**	**1**	**4.03**	**0.78**
8	In my department we can speak our minds without fear of reprisal.	**17**	**12**	**3**	**2**	**0**	**0**	**4.29**	**0.87**
9	I am satisfied with the advancement or promotion opportunities within my department.	**10**	**12**	**5**	**3**	**4**	**0**	**3.61**	**1.32**
10	Overall, I am satisfied with my department as a place to work.	**15**	**12**	**5**	**2**	**0**	**0**	**4.17**	**0.90**

Table: Workforce Satisfaction

Most of the employees agreed that they were satisfied when it comes to workplace satisfaction. Most of the employees had their answers between 5 (Strongly Agree) and 4 (Agree) to the question that were related to their satisfaction at workplace. Question number 9 which asked about the advancement opportunities, however showed a large standard deviation where we also have answers on the negative side.

Job Training

Employees were asked a series of questions related to their interest in receiving job training and in training their co-workers about their job duties. These questions would indicate the level feasibility for the management to conduct training and development programs in case of succession planning.

Q. No	Question	5	4	3	2	1	DK	Mean	SD
23	Learn other's job duties.	**19**	**13**	**3**	**0**	**0**	**0**	**4.5**	**0.61**
24	Attend management or other training for your career advancement.	**22**	**12**	**0**	**0**	**0**	**0**	**4.64**	**0.48**
25	Participate in a career advancement program within my department if such a program were to exist.	**21**	**12**	**3**	**0**	**0**	**0**	**4.58**	**0.55**

26	Train co-workers for your job duties.	**27**	**7**	**0**	**0**	**0**	**0**	**4.79**	**0.41**
27	Train interns about your job duties.	**21**	**12**	**1**	**0**	**0**	**0**	**4.58**	**0.55**

TABLE: JOB TRAINING

Compensation

Employees were asked two questions regarding their satisfaction with pay. Here though the mean has an inclination towards the positive side the answers are showing a large standard deviation and there are many employees who disagree that they are satisfied with their salary.

Job Performance

This is the area where we got good and positive responses from the employees. The mean of all the questions that were asked to the employees came out to between **5** (Strongly agree) & **4** (Agree) when we asked whether the department inspires their best job performances. The standard deviation also appeared to be less i.e. all the responses cluster around the average responses.

Barriers to Success

In this section we got the most unsatisfactory answers. As we can notice about 53.12% people believe that they have to do things that should have to be done differently. Also for questions 20, 21, 22 there are many responses that say that they work under vague directives, the do not have time to get everything done at work, and their workload is too heavy.

Intent to Leave Employment

"Do you plan to leave employment with your department within the next 12 months?" Doing so allows us to identify the characteristics associated with a "yes" response to the question. **In addition, modeling may indicate future management actions to reduce the risk of employee separations.**

Q. 28. If you left your job tomorrow, someone in your unit could immediately take over *(please select one)*:
50% of the employees believed that someone could take their job duties all of their job duties when they leave the organization. This reflects that the succession planning model in Sandvik is very effective. Though there are a significant 18% who say that only some of their job duties could be taken this gap could be filed with appropriate training and development programs.

Figure: Question no. 28.

Q. 29. Do you plan to leave employment with your department within the next 12 months?

Though this is a direct question and people would be hesitant to answer it we thought of including it as at least we would get a rough idea about which positions are going to be vacant in the near future. 23% of the respondents said that they had a intention to leave the organization within the next 12 months.

Figure: Question no 29.

Q. 30. If you answered YES to question #29, what is your primary reason for leaving? *(Please select one)*
Here surprisingly only 20% of the employees were leaving due to retirement. We got significant numbers who gave their reasons such as continuing education, family status change and others. It Sandvik looks in to the situation and fids out a way that the goals of both the employee and the organization are achieved together it could be able to retain its key positions. This in turn would make the succession planning process easy.

Figure: Question no 30.

Q. 32. Even if you do not have definite plans for leaving your department, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else?

For this question the majority was for 'opportunity for advancement', 'more recognition' and 'higher salary' i.e. 20%, 18% & 15% respectively.

Intention to Work after Retirement

Part of the purpose of succession planning is to identify the conditions that could possibly influence the decision of these employees to return to work for the state following retirement.

Q. 31. Do you plan to retire *(please select one)*:

There are few employees that are planning to retire in the span of 5 years. As the succession planning model of Sandvik is for 5 years such data would prove to be crucial to prepare a plan of action.

Figure: Question no 31.

Q. 33. How likely are you to work after retirement?

Many employees opted to work after retirement. Considering their experience and vast domain knowledge related to Sandvik such cases can be considered if it proves beneficial to the organization.

Figure: Question no 33.

Q. 34. If you plan to work after retirement, in what type of work are you most likely to engage? *(Please select one)*

When asked about the nature of job they would prefer if they work after employment majority of the opted to work as independent contractors. Also we have few employees who would prefer to work full time, part time and occasionally.

Figure: Question no 34

Q. 35. Under what circumstance(s) after retirement might you be willing to return to work for Sandvik Asia. *(Please select all that apply)*

Figure: Question no. 35.

Even here we can notice that the share of employees that prefer to work as independent contractors for Sandvik is large.

DATA ANALYSIS FOR QUESTIONNAIRE 2

Section A

This questionnaire was developed only for the managers. The managers are the key personnel and the effectiveness of succession plan mostly lies in their hands. These managers are the one who actually implement the succession plan in the organization. In this section we asked a number of questions that evaluates how much the succession plan is brought into implementation and is it really proving to be effective.

Q. No	Question	Yes	No	NA
1	Have you identified the key positions or "critical positions" in your organization/department?	**14 (93.33%)**	**1 (6.67%)**	**0 (0%)**
2	In Your department/organization are the potential successors identified for key positions?	**14 (93.33%)**	**1 (6.67%)**	**0 (0%)**
3	Are you aware of the length and time required to fill the key positions.	**13 (86.67%)**	**2 (13.34%)**	**0 (0%)**
4	Does your department have a skills profile of each employee and are these skills in line with the goals of the department?	**13 (86.67%)**	**2 (13.34%)**	**0 (0%)**
5	The Succession Planning Model provided a strong base to proficiently identify key employees requiring immediate support.	**13 (86.67%)**	**2 (13.34%)**	**0 (0%)**
6	The Succession Planning Model assisted you/organization in planning and recruitment for key positions.	**12 (80%)**	**2 (13.34%)**	**1 (6.67%)**
7	The Succession Planning Model is expected to continue to be a resource for how you conduct workforce planning.	**13 (86.67%)**	**1 (6.67%)**	**1 (6.67%)**
8	What is the likelihood that the next hire/promotion at your level of the organization will be an internal hire/promotion?	**11 (73.34%)**	**3 (20%)**	**1 (6.67%)**
9	Do you believe that the person hired to fill your position when you leave will be an internal hire/promotion or will be an external hire? Select one	**11 (73.34%)**	**3 (20%)**	**1 (6.67%)**
10	Have you had High level performers leave the organization due to lack of opportunity?	**12 (80%)**	**3 (20%)**	**0 (0%)**

Table: Section A

Looking at the above analysis we can easily make out that the succession planning model has proved to be very effective in Sandvik. The major concern here should be **Question number 10** which say that there were many high level performers that left the organization due to lack of opportunity. This is a problem of **employee retention**. Since employee retention is also an aspect of succession planning is should be taken care of with priority.

Section B

Section B verifies the satisfaction level of the managers with the ongoing succession plan.

Here ***5***- *Fully satisfied* ***4***- *High level of satisfaction* ***3***- *Moderate level of satisfaction* ***2***- *Some satisfaction* ***1***- *Not Satisfied*

Q.No	Question	5	4	3	2	1	NA	Mean	SD
1	How satisfied are you with the organization of the succession plan?	2	1	9	2	0	1	3.21	0.86
2	How satisfied are you with the level of detail provided in each section of the succession plan?	1	3	10	0	0	1	3.35	0.61
3	How satisfied are you with the usefulness of the succession plan?	1	5	7	1	0	1	3.42	0.72
4	How satisfied are you with the involvement of appropriate persons in collection of information for the succession plan.	1	4	7	2	0	1	3.28	0.79
5	How satisfied are you with the evaluation methods used in the succession plan?	0	4	9	0	1	1	3.14	0.74

Table: Section B

Here most of the managers gave an average response that clustered around **moderate level of satisfaction.** I.e. they are moderately satisfied with the succession planning model and believe that improvements can be done in the same.

CONCLUSION

One of the main purposes of succession planning is to identify groups of employees that state an intention to leave due to retirement or for some other reason. Another purpose is to identify factors that might either influence the employee to not leave, delay exit, or, in the case of retirees, induce returning to work in some capacity after retirement. This will continue to be important in the future as the Sandvik's employees continue to age.

Overall the process of evaluating the succession planning process was carried out successfully in Sandvik Asia Pvt. Ltd. The data provided can be used by the organization for planning its training and development programs for the year ahead. The submitted sheets also provide a good insight into the current position of the employees as far as skills and competencies are concerned and also an idea as to how to use them for the benefit of the organization.

Detailed recommendations on improving the exercise in the future and also regarding the use of the data provided are mentioned earlier in the report.

The exercise carried out this time has some limitations which are also mentioned in detail in the report. It would be advantageous if these limitations are overcome the next time. It would improve the quality of the exercise by leaps and bounds.

The project was carried out in a good manner and has met the expectations of the organization and the institute satisfactorily, though it still has quite some scope for improvements which could be incorporated subsequently.

RECOMMENDATION

A Proper Development Plan and Schedule

After having a detailed literature study of succession planning in Sandvik it was found that Sandvik does not have any standard development plan for the candidates with respect to succession planning. Once the candidates are identified the management should have a proper development plan planned for at least six months. This development plan can be reviewed after each quarter.

Generate a Development Plan for each individual

The management should go further below set focus on each individual as a whole. Complete record of the individual's assessment and development activities can be maintained.

SWOT Analysis for each Employee

A SWOT (**S**trength, Weakness, Opportunity, Threats) analysis for every individual can be done and accordingly an appropriate action plan can be developed for him/her.

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CSR As A Tool For Engaging Employees

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ABSTRACT:

Employee engagement helps organizations to increase profits, commitment and loyalty reduces attrition, reduce absenteeism, and accidents. There are several drivers of employee engagement like pay and salary, training and development, performance appraisal, communication, health and safety apart from these driers there are some upcoming drivers which are recently be researched on. One of such driver is Corporate social responsibility. The researcher here tries to highlight the role of CSR activities in engaging employees.

Key words: Employee Engagement, corporate social responsibility, Gen Y.

Introduction:

many consultancies have worked on the concept of employee engagement and it is crystal clear now that engaging the employees brings many advantages to the organisation right from increased customer satisfaction, increased commitment towards organisation, increasing profits and adding up to the bottom line.It also reduces attrition, accidents and absenteeism in the organisation which in turn adds up to the revenues of the firm.

Employee engagement not only helps attract and retain talented candidates but also motivates them in their daily work. People have talked about the drivers of engagement and the 10 C's of engagement but nowadays it is seen that even CSR activities can help boost engagement in organisation.

Definitions:

Corporate Social Responsibility:

Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Corporate Social Responsibility (CSR) is defined as the voluntary activities undertaken by a company to operate in an economic, social and environmentally sustainable manner.

Employee Engagement:

(Schaufeli & Bakker, 2006) Define employee engagement as “A positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption”.

Literature review:

1. (Friedman, 1970). Milton Friedman in 1970 in his article published in *New York Times Magazine* Friedman had a **antagonistic** view on CSR. According to Milton Friedman the only Aim of any Business firm is to maximize their profits. He was strictly against the concept of Corporate Social Responsibility “business as a whole cannot be said to have responsibilities, even in a vague sense. The first step toward clarity in examining the doctrine of the social responsibility of business is to ask precisely what it implies for whom As a person, he may have many other responsibilities that he recognizes or assumes voluntarily—to his family, his conscience, his feelings of charity, his church, his clubs, his city, his country. He may feel impelled by these responsibilities to devote part of his income to causes he regards as worthy, to refuse to work for particular corporations, even to leave his job, for example, to join his country’s armed forces. If we wish, we may refer to some of these responsibilities as “social responsibilities.” But in these respects he is acting as a principal, not an agent; he is spending his own money or time or energy, not the money of his employers or the time or energy he has contracted to devote to their purposes. It is the **Governments responsibility** to collect Taxes from public and use this money for the upliftment of the poor and needy people, to provide basic necessities and employment to them.
2. Companies Act 2013 According to section 135 of the Companies Act 2013,Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility **Committee** of the Board consisting of three or more directors, out of which at least **one director shall be an independent** Committee shall, indicate the **activities** to be undertaken, **amount of expenditure** to be incurred on the activities

and **monitor** the CSR Policy of the company from time to time.The Board of every company shall ensure that the company spends, in every financial year, **at least two per cent** of the **average net profits** of the company made during the **three immediately preceding financial years**, in pursuance of its Corporate Social Responsibility Policy

3. (Hittner, 2008). Hittner in 2008 in the IBM CSR report entitled Says that CSR generates significant returns to their businessesThere are three dynamics that companies should understand and act upon in dealing with CSR. These dynamics are:
   - Impact on business – From cost to growth
   - Information – From visibility to transparency
   - Relationships – From containment to engagement.
4. (Hohnen, 2007) Hohnen in 2007 in his article states the potential benefits for firms implementing CSR
   - Better anticipation and management of an ever-expanding spectrum of risk.
   - Improved reputation management.
   - Enhanced ability to recruit, develop and retain staff.
   - Improved innovation, competitiveness and market positioning.
   - Enhanced operational efficiencies and cost savings.
   - Improved ability to attract and build effective and efficient supply chain relationships.
   - Enhanced ability to address change.
   - More robust "social license" to operate in the community. Access to capital.
   - Improved relations with regulators.
   - A catalyst for responsible consumption.
5. (Mirvis) Mirvis in his article published in the California management review Volume 54 This article looks at the **relevance of corporate social responsibility (CSR) for engaging employees**, including its impact on their **motivation**, identity, and sense of meaning and purpose. It explores three different ways that companies engage their employees through CSR: a transactional approach, where programs are undertaken to meet the needs of employees who want to take part in the CSR efforts of a company; a relational approach, based on a psychological contract that emphasizes social responsibility; and a developmental approach, which aims to activate social responsibility in a company and to **develop its employees to be responsible corporate citizens**.

6 (Altarawneh, 2012). Albdour & Altarawneh in 2012 in their research paper published in International Journal of Business and Management, Tried to investigate the impact of internal Corporate Social Responsibility (CSR) practices on Employees' Engagement. examined the impacts of **five internal CSR practices namely, training and education, human rights, health and safety, work life balance and workplace diversity** on the two dimensions of employees' engagement Job Engagement (JE) and Organisational Engagement (OE).impact of CSR particularly internal CSR on employee attitude and behavior

7. (Jenkinis, 2006) Heledd Jenkins in 2006 in his article published in *Journal of Cleaner Production* talks about
   - Several viewpoints defend the possibility for mineral extraction to be sustainable:
   - Depletion of mineral resources should be compensated by ''generation of new wealth, which, in the form of useful lasting capital, can benefit present and future generations''
   - Mineral depletion is not an issue for the foreseeable future due to the possibility of recycling many non-fuel metals and minerals
   - Discovery of new mineral deposits, and the advancement of technology for improved recovery of minerals from previously unprofitable deposits
   - Social and environmental disclosures is mandatory
   - Concept of Future Generation

   8. (B.Murray, 1997) B.Murray in1997,in his article published in *Journal of Business Research* states
   - The impact on attitudes and behaviors of stakeholders
   - How goodwill can be evaluated using CSR approach

9. (Benabou, 2010) Benabou in 2010 in the article published in *Economica* states that The benefits, costs and limits of socially responsible behavior as a means to further societal goals. Society's demands for individual and corporate social responsibility as alternative responses to market and distributive failures are becoming increasingly prominent. They draw on recent developments in the psychology and economics of prosocial behavior to shed light on this trend and the underlying mix of motivations. They then link individual concerns to corporate social responsibility, contrasting three possible understandings of the term: firms' adoption of a more long-term perspective, the delegated exercise of pro social behavior on behalf of stakeholders, and insider-initiated corporate philanthropy.
10. (Martinek, 2009) Martinek in April 2009 in his article *talks about*

- Strategic Corporate Social Responsibility
- firms can strategically engage in socially responsible activities to increase private profits
- conclusion
- CSR no more voluntary but compulsory
- Beneficial to all stakeholders
- Has a positive effect on profitability.
-

CSR and engagement:

With the generation Y dominating in the workforce ie more no. of youngsters in organisation it is seen that these youngsters are not only motivated by material things and salary but they would like to be involved in philanthropic activities towards society and needy people, this would satisfy them to greater extent. (Gross & Holland) says that CSR is the third most important diver of employee engagement and important for retention.

As the social awareness about the problems faced by poor and marginalized is been increased though use of media, television, internet and technology the employees feel the responsibility towards the downtrodden.

Employees are now more conscious about environmental issues, conservation of resources and sustainable development of business. It gives them a lot of mental satisfaction and peace of mind to get involved in all such CSR activities. Therefore organizations who are known for its CSR activities and who do it selflessly without just thinking of it as a compulsion of Government do much better in attracting retaining and motivation employees especially the newer generation and indirectly help in engaging their employees.

CSR acts as return on investment as it helps employees to retain, motivate, inspire and increase productivity. A 2004 study by Delloitte showed that 72% of employed Americans deciding between two job offerings of same job description, salary, location would prefer to join company's having more charitable cause.CSR has become a brand prestige, therefore employees want to join such companies who make a social impact.

Commitment and motivation: High salary is not the only motivator or factor for engagement but other factors like emotional needs, self development, and self esteem achievement are more important, CSR initiatives help address the emotional needs of employees. Studies show that there is attitudinal and work behavior changes among employees who participate in philanthropic activities which increases job performance and commitment.

Gen Y and CSR: (Madrakhimova, 2013) Gen Y also called as the millennial born between 1978 to 1998 are future oriented, ready to contribute, opportunity driven , optimistic and restless. They seek more responsibilities and advancement and are ready to learn from their mentors, employers social and environmental activities make them feel loyal towards company. Gen Y are eagerly engaged with society so therefore CSR initiatives and Gen Y together can affect the organizations human environment. Gen Y make up a large part of workforce so u cannot ignore them, organizations must concentrate on what they find important in job. Gen Y are leading the movement of social responsibility.

CSR and Communication: Organisation Social mission and objectives must be clear so the employees can achieve it .CSR leaders should quantify and specify initiatives and impacts to employees so that they can participate and get engaged. It is seen that usually CSR initiates is not communicated well to the internal customers (employees) but concentrated more on external audience. Survey shows that only 37 % employees are aware of what company's CSR efforts. Therefore communication plays a important role in engaging employees through CSR initiatives.
(PWC, 2014) Organizations should encourage involvement at all levels .Low and middle level employees should participate in choosing CSR activities while top level must plan and decide CSR initiatives. The senior management should not only plan but can actual participate in CSR activities. With such participation employees will feel more connected with the organization and with one another.

Conclusion: CSR is positively related to employee performance and negatively related to intention to quit. While considering CSR activities companies should concentrate on Gen Y influence and importance towards CSR initiatives. The cornerstone of effective CSR will be employee engagement.

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"Managing Diversity at Workplace"

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ABSTRACT:

Globalization has resulted in growing cross-cultural relationships, along with high percentages of domestic diversity. As globalization is creating higher potential value in approaching diverse markets and demographics, understanding how to manage a diverse community internally is a priority for management. As companies are becoming more diverse, it is becoming more important for companies to understand and manage it. Present paper highlights on challenges brought by human resource diversity at work place and the measures to manage it.

1. Introduction

With ever-changing business environment, diversity at work place is increasing. Diversity in the workplace means bringing together people of different backgrounds, religions and age groups into a productive unit. Diversity in workplace brings certain benefits, as well as conflicts for organisations.The people of different background, races, religion creates diverse workforce. Companies can get benefit from diversity of workforce in the form of different opinions and expertise knowledge. However this opportunity, if not properly utilized, becomes a threat to the organization. Maintaining good relationships between employees in culturally diverse workplaces can be challenging. It is important, for managers to understand what kinds of problems arise in diverse workplaces and how to deal with them properly.

2. Meaning

Diverse workplaces are composed of employees with varying characteristics including, religious and political beliefs, gender, education, socioeconomic background, sexual orientation and geographic location.

3. Challenges brought by diverse work force

1. Communication

Different cultures not only speak different languages but adhere to different values, draw different assumptions, and define different actions as appropriate or inappropriate. Overlooking these cultural differences can result in miscommunication.

2. Majority dominance

Workers belong to a particular religion or cast who are in majority may suppress workers of minority group. Dominance of majority can create tension between small groups.

3. Fairness

One of the key challenges of diversity is to treat every worker fairly. This does not mean to treat everyone the same, as different individuals have different needs. For example, if one worker has a visual disability, he might need specific equipment to work. Another employee might need a particular day off because of a religious observance. Managers should be willing to work with all types of workers so that equity is maintained in organization.

4. Inclusion

Inclusion of all employees is often a challenging part of diversity management. People often segregate themselves into groups in which they are comfortable. It is manager's job to help workers to integrate so that the company and its workers get benefit of associations.

5. Avoiding conflicts

In a diversify workplace workers of different religion, culture and background works, it may sometime results in disputes. It is one of the major challenges in front of Human Resource Manager to resolve these disputes and to maintain peace at work place.

Measure to mange work force diversity

Human Resource Managers must be aware of diversity in the workplace. They should be open-minded and work actively against groupthink. They should empower everyone not only to speak but to be brave enough to go against the majority opinion if it is wrong.

1. **Team work**

Creating felling of togetherness among workers is essential in order to face the challenge brought by work force diversity. Union of thoughts and preference for organizational goal rather than individual goal should be the aim of management and it should be enforced on all workers.

2. Effective communication.

Human resource Managers should ensure that all employees understand organizational policies, procedures, safety rules, and other important information. In order to overcome language and cultural barriers, key materials, such as safety information should be translated when possible. Policies of organization which prohibits discrimination should be communicated to employees as and when necessary.

3. Encourage employees to work in diverse groups.

Managers should assure that work teams reflect the diversity of workplace. Diverse work teams let employees get to know and value one another as individuals. Diverse teams also expand the experiences and views of all the workers on the team and help them recognize the strength of their combined talents and perspectives.

4. Objective criteria.

For measuring performance of workers objective criteria should be used for all workers without discrimination. Managers should focus on job-related issues, not personal issues, when dealing with employees.

5. Open-minded culture.

Managers should encourage open-minded culture in organization. Workers should be guided to respect different cultures, opinion and attitudes.

Conclusion

Workplace diversity is now recognized as an important feature in organizations, especially in multicultural nations. Diversity in workforce is growing in all countries. . There are some benefits as well as some disadvantages of diversity in the workplace. With having diverse work environment organization can produce better performance. It is important for the companies to know diversity and how to handle the issues relating to it. As the companies of today are getting more and more diverse, the need of managing the diverse workforce is increasing. Managers should learn diversity (differences of gender, age, sex and religion in their work environment and also to communicate will between them) and know how to manage it effectively.

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"Study of behavior of students towards usage of Smartphone in management institutes with reference to Pune city"

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ABSTRACT:

Over past few years ownership of Smartphone has become dominant over feature phones. It has become habitual in the life of college students to spend time on smartphones on day to day basis. Smartphone has become an integral part of student's life. There are varied reasons behind purchase of smartphones. Management students are focusing on different parameters while purchasing the smartphones. Students engage their time and money on various activities on smartphone. An attempt is made in this research to find out various Smartphone activities and the time and money spent by the students on various activities. It has been observed from this research that maximum students are spending their time and money on internet related activities on Smartphone. Varied responses are collected on the various activities on Smartphone.

Keywords: - Smartphone, Smartphone activities, time, money

Introduction-

After only about a decade, Smartphone technology is very successful that everyone have trouble imagining a day without them and college students are no exception for this. Apart from making phone calls, nearly all smartphones today can take pictures, play music and make use of internet based services very effectively.

There are various reasons behind the purchase of smartphones. There are a number of requirements we need to consider, ranging from something as simple as price and budget to whether or not you want a camera or a particular kind of technology, even brand can play a major role in purchase of smartphones.

Management students are using various activities on smartphones. Internet based services in the form of various apps like whatsapp, facebook, linkedin has got a huge popularity among college going students.

Students are spending lot of their time on various activities on smartphones. Most of the time students are spending their time on internet based activities. There are different apps available to the students which help them to gain knowledge on various topics. Many students are using various apps for the educational purpose.

Due to constant upgradation and innovation in smartphone technology, college students have got the tendency of changing smartphone after the period of every 1-2 year. Students are spending considerable amount of money on purchasing smartphones and using internet.

Here in this research an attempt is made to analyse the time spent by the students on various activities, different parameters used by the students at the time of purchasing smartphones etc.

Objectives-

1. To study the various reasons behind the purchase of smartphones among management students.
2. To study different parameters used by the students at the time of p[urchasing smartphones.
3. To find out the time and money spent by the students on smartphone.

Literature Review-

Actually there are no agreed upon or exact definitions for the term Smartphone. Most would agree however that smartphones do more - much more - than what Alexander Graham Bell first envisioned when he invented the original telephone back in the 1870s (Article Base). The accelerating use of Smartphone's and the emergence of an exciting class of mobile Internet devices like IPhones, Netbooks and so on are creating an explosion of data transfer across wireless networks. Such full-featured devices give the consumer a multimedia viewing and listening experience, higher-resolution photography, and a richer set of applications like web browsing and global positioning system (GPS) navigation (Ashraf Takla, Mixel and Timothy Saxe, 2009). The smartphone is a mobile phone with a mobile operating system (OS) that is combined with a personal digital assistant (PDA) functions. The term "smartphone" did not appear until 1997, when Ericsson described its GS 88 "Penelope" concept as a "Smartphone" (Sager, 2012). "People view their Smartphone as an extension of themselves, taking them everywhere they go -- even the most unorthodox places -- from the shower to their commute, from the dinner table to the bedroom," Marc Barach, Jumio's chief marketing and strategy officer .The 21st century has created smart phones that are incredibly powerful and easy to use. The mobile

phone industry can be easily divided into two separate eras: the pre and post IPhone eras. Before the IPhone, the mobile phone industry was primarily characterized by low-end and mid-end phones, which were mainly used for basic voice and SMS services. However, in 2007, the IPhone launch changed the way users perceived their mobiles phones and their expectations of what a handset should do and look like also changed dramatically. Smartphone's are becoming more and more noticeable in public; people are using their Smartphone's everywhere from buses, planes, bars, shop and high streets. As users can now access the internet from anywhere they can get a signal, users are beginning to rely on their Smartphone more and more now as a personal assistant. According to a new survey announced lately by Ruder Finn, 91% of mobile phone users go online to socialize e.g. social networks sites, email, Instant messages and photos compared to only 79% of traditional desktop users (Ruder Finn 2010).

''Smartphone are changing the game when it comes to mobile communications among college students, who are among the first people to embrace new technologies," (Michael Hanley 2009). "People can keep up with what their friends are doing as well as exchange messages and find out the latest trends among their age group." (Michael Hanley 2009). Research reports (3-7) on consumers of Smartphone have revealed that nearly every students at a college level own Smartphone. Although most of students own Smartphone not for learning and teaching

Purpose, but indirectly smartphones can be directed to useful and beneficial purposes. Kim and core searchers (3) have conducted a study on adopting Smartphone as learning technology at Seoul National University, Korea. Their study focused on the use of Smartphone's applications for learning among Education and Engineering students. Their findings revealed that generally each student had 80 applications on their Smartphone. 16% of the applications were used for some kind of learning. According to Alexa, the Internet site which provides traffic data and global rankings, Facebook ranked 2nd in traffic among all websites while Twitter was ranked 8th. For the older generation, phone was used as the tool for voice communication. With various applications installed for the mobile phone nowadays, phones quickly become the entertainment and social networking tools. The users are allowed to personalize their own phone besides using the phone as voice and/or text communication. Iftikhar, Gangopadhyay, and Shampur [8] stated that "mobile phone use has already developed a discourse that can be seen and analyzed using different methods and across various media. The choices that individuals make about their

mobile phones reflect to themselves (and others) what they enjoy and engage with: the mobile phone is used to construct some aspects of their identity (p. 14)." The phone usage defines the personalization of the object itself which reveals this complex negotiation of self-expression and style. Smartphone's have a range of content usage. A report from conScore [4] stated that content usage include: text messaging (68.8%), used the browser (38.4%), used downloaded apps (38.6%), accessed social networking site or blog (26.8%), played games(24.6%) and listened to music(17.5%). According to a report by Pew Internet [15], phone usage varies slightly by gender; women make fewer calls than men. However, a report stated by Nielson, found that women overall talk and text more than men. Our research looks at what type of phone students use, how they use it, the frequency of use and, how much time they spend on various applications and internet

Research Methodology-

Sample for the study-

The survey was conducted and potential respondents were approached from the data collected who has smartphone at one of the management institute in pune.

Structured questionnaire was filled through personal interaction with students.

Total 35 questionnaire were collected.

Data Analysis-

Table-1.1

Occupation

	Occupation	Frequency	Percentage
1	Unskilled workers	0	0.00
2	Skilled workers (Farming)	9	26.47
3	Petty Traders	1	2.94
4	Shop owners	0	0.00
5	Business / Industrialist with any employees	0	0.00
6	Business /Industrialist with 1-9 employees	1	2.94
7	Business /Industrialist with 10+ employees	2	5.88
8	Self- employed professional	9	26.47
9	Clerical / Salesman	1	2.94
10	Supervisory level	2	5.88
11	Junior Officer /Executive	4	11.76

12	Middle Officer / Semi Executive	4	11.76
13	Housewife/ Homemaker	0	0.00
14	Other	1	2.94
	Total	34	100

Interpretation-

In the above study 26.47% respondents parents are skilled workers and self employed professionals and 11.76% respondents are from junior officer and semi executive level.

Table-1.2

Income

Sr	Income Slab	Frequency	Percentage
1	Upto-5000	4	20.59
2	5001-10000	2	11.76
3	10001-15000	5	5.88
4	15001-20000	4	14.71
5	20001-25000	3	11.76
6	25001-30000	1	8.82
7	30001-35000	2	2.94
8	35001-40000	1	5.88
9	40000 - 45000	1	2.94
10	45001 – 50000	0	2.94
11	50001-55000	1	0.00
12	55001-60000	0	2.94
13	60001-65000	0	0.00
14	65001-70000	0	0.00
15	70001-75000	1	0.00
16	75001-80000	0	2.94
17	80001-85000	2	0.00
18	85001-90000	4	5.88
	Total	34	100

Interpretation-

In this research it is observed that 20.59% of respondents have an income slab upto 5000, 14.71% of respondents have an income slab in between 15001 to 20000.

Table-1.3

Reasons behind purchasing a Smartphone

Sr.	Parameter	Mean	S.D	Rank
1	Communication	4.24	1.37	1.00
2	Social Networking	3.73	1.44	4.00
3	Knowledge enhancement	4.09	1.14	2.00
4	Supporting system (for using app)	3.81	1.15	3.00
5	Entertainment	3.62	1.18	5.00
6	Status Quotient	3.18	1.07	6.00

Interpretation-

From the above analysis it is found that communication has got a mean value of 4.24 and standard deviation of 1.37 and got first rank which shows that communication is the first reason behind the purchase of smartphone followed that Knowledge enhancement whose mean is 4.09 and standard deviation 1.14 is the secondary reason behind the purchase of smartphone.

Table-1.4

Parameters referred at the time of purchasing

Sr.	Parameter	Mean	S.D	Rank
1.	Brand name	2.74	0.57	6
2.	Software	2.61	0.61	14
3.	Hardware	2.52	0.62	16
4.	Guaranty/Warranty	2.65	0.60	12
5.	Cost	2.44	0.61	17

6.	Look	2.68	0.59	9
7.	Android version	2.94	0.24	1
8.	Battery	2.76	0.55	5
9.	RAM	2.88	0.33	3
10.	Processor	2.68	0.53	9
11.	Display Glass	2.53	0.56	15
12.	SIM card	2.41	0.66	18
13.	Network (3G/4G)	2.82	0.46	4
14.	Headset	2.24	0.82	20
15.	Camera (Front/Back)	2.74	0.51	6
16.	Flash	2.64	0.60	13
17.	Memory (Internal/Expandable)	2.72	0.52	8
18.	Weight	2.32	0.77	19
19.	Display Size	2.68	0.59	9
20.	Touch	2.88	0.33	2

Interpretation-

Android version having mean value 2.94 and S.D 0.24 is the preferred parameter by the respondents followed by RAM and touch screen having mean value of 2.88 and S.D 0.33 by the respondents. Headset whose mean value 2.24 and S.D 0.82 is the least concerned parameter by the respondents.

Table 1.5

Sr.	Time spent by you on smartphone	In Month (Days)				In week (In Days)				If Everyday then in Min./Hr						Daily Usage	Rank
		1	2	3	4	1	2	3	4	>30 min	30-1hr	1-2	2-4	4-6	6<		
1.	Calling	0	0	0	0	0	0	0	0	23	6	5	0	0	0	34	1
2.	Email checks	0	0	0	0	0	0	0	0	20	14	0	0	0	0	34	1
3.	Messenger	0	0	0	0	0	0	0	0	16	6	12	0	0	0	34	1
4.	Playing games offline	0	0	0	0	0	0	0	0	14	20	0	0	0	0	34	1
5.	Web Browsing	0	0	0	0	0	1	0	0	7	24	1	0	0	0	32	5
6.	Listening music offline	0	0	0	0	0	3	0	0	23	8	0	0	0	0	31	6
7.	Watching videos offline	0	0	0	0	3	0	0	0	23	8	0	0	0	0	31	6
8.	Facebook	0	0	0	0	0	0	0	0	4	4	21	0	0	0	29	8
9.	Text Message	0	0	0	0	1	4	0	0	24	3	0	0	0	0	27	9
10.	LinkedIn	0	4	0	0	0	0	0	1	24	0	0	0	0	0	24	10
11.	Watsapp	0	0	0	0	0	0	0	0	0	1	7	13	0	0	21	11
12.	Camera/video shooting offline	0	0	0	0	0	10	3	0	20	1	0	0	0	0	21	11
13.	Twitter	0	4	0	0	1	12	1	5	11	0	0	0	0	0	11	13
14.	Playing games online	0	4	0	0	12	3	0	0	1	5	1	0	0	0	7	14
15.	Educational Video	0	0	0	0	3	22	1	0	6	0	0	0	0	0	6	15
16.	Video Calling	1	5	12	0	2	8	0	0	2	3	0	0	0	0	5	16
17.	Listening music online	0	0	0	1	0	2	8	4	4	0	1	0	0	0	5	16
18.	Watching videos online	0	0	1	0	5	1	1	1	4	0	1	0	0	0	5	16
19.	Instagram	5	3	0	0	5	2	0	0	3	0	1	0	0	0	4	19

20.	Different applications	13	1	0	0		7	7	0	0		4	0	0	0	0	0	4	19
21.	IMO	3	1	0	0		5	5	1	0		1	0	0	0	0	0	1	21

Interpretation-

From the above it is found that students are spending maximum time on daily basis on the calling, Email checks, messenger ,playing games offline and web browsing. Students are using various applications like facebook, whatsapp, LinkedIn on day to day basis whereas students are spending time on educational videos on weekly basis.

Table-1.6

How many times you changed handset (Specify)							**Current Handset**		
Sr.no	**Brand of Smartphone**	**1**	**2**	**3**	**4**		**1**	**2**	**3**
01	Samsung	13	5	2	1		15	1	0
02	Nokia	7	5	5	2		2	1	0
03	Sony Ericsson	3	0	0	1		2	0	0
04	Motorola	2	1	1	0		1	0	1
05	Micromax	0	3	1	0		4	1	0
06	Carbon	0	2	0	0		1	0	0
07	Blackberry	1	0	0	1		0	0	0
08	I-phone	0	0	1	0		2	0	0
09	Asus	0	0	0	0		0	0	0
10	Lenovo	0	0	1	0		4	0	0
11	Yureka	0	0	0	0		1	0	0
12	Xolo	0	0	0	0		0	1	0

Interpretation-

13 respondents have changed their Samsung handsets to take over new smartphone whreras 15 respondents currently using Samsung handset. It is found that from the above study Samsung, Lenovo and Micromax smarphones are the current choice of respondents. Only 1 respondent is currently using xolo smartphone.

Table-1.7

Amount spent on purchasing smartphone							**Current Handset**		
Sr.no		**1**	**2**	**3**	**4**		**1**	**2**	**3**
1	Upto 5000	5	4	0	0		1	1	0
2	5000-10000	**10**	**6**	**6**	**3**		**16**	**2**	**1**
3	10000-15000	7	2	1	3		7	2	0
4	15000-20000	2	1	1	0		3	0	0
5	20000-25000	2	1	1	0		2	0	0
6	25000 and above	0	2	1	0		2	0	0

Interpretation-

From the above study it can be interpreted that 16 respondents are spending money on the purchasing of smartphones in between the range of 5000-10000, followed by 7 respondents are purchasing smartphones in the range of 10000-15000.

Table-1.8

Source of Purchase							**Current Mobile**		
		1	2	3	4		**1**	**2**	**3**
1	Shop	22	11	7	4		22	4	1
2	Dealer	1	1	1	1		1	0	0
3	Online	2	2	1	0		10	1	0

Interpretation-

22 respondents are purchasing smartphones from shop whereas only 10 respondents are showing interest to purchase smartphones by using online channel. While changing handset also maximum respondents have shown the tendency to purchase smartphones from shop.

Table-1.9

Money spent on smartphone on monthly basis					
Sr.No	**Range**	**1**	**2**	**3**	**4**
1	Upto 100	4	12	31	34
2	100-200	9	14	3	0
3	200-300	5	2	1	0
4	300-400	7	6	0	0
5	400 and above	11	0	0	0

Interpretation-

11 respondents are spending money on talktime in the range of 400 and above while 31 respondents are spending money on hardware in the rage of upto 100.Maximum respondents are spending more money on talktime followed by internet and then hardware.

Conclusion-

- It is found that communication and knowledge enhancement are the main reasons behind the purchase of smartphones. Status quotient is the least preferred reason behind the purchase of smartphonee.
- Android version , RAM and touch screen are highly preferred parameters where as headset is the least preferred parameters respondents use at the time of purchasing smartphones.
- Students are spending their maximum time on calling, e mail checks, web browsing followed by various applications like facebook, whatapp etc.
- Maximum respondents are spending money in the range of 5000-10000 while purchasing mobile, students prefer to purchase smartphones from shop.
- Students spend maximum amount of money on talktime followed by internet. Very less students are spending money on hardware on monthly basis.

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A Study Pertaining To HR Interventions For Citizen's Services And Satisfaction With Respect To The Solid Waste Management Department Of Pune Municipal Corporation(PMC)

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ABSTRACT:

Human resources are the most difficult resources to manage in an organization. HRM is responsible for effective designing and implementation of various policies, programs and also about developing and managing knowledge, skills, creativity and talent. HRM focuses on managing physical and emotional capacity of employees.

The Pune Municipal Corporation (PMC) manages the city of Pune. The major responsibility of PMC is to look after the civic and infrastructural needs of the citizens of the Pune. The PMC is headed by a Municipal Commissioner, who possesses the actual executive power.

The study aims to understand the initiative taken by PMC as HR Interventions. Also to study the level of citizens satisfaction with Municipal services provided by Solid Waste Management Department.

This paper analyzes and compares the opinions and satisfaction of the citizens by means of published data as secondary data and Primary data from Interview & Questionnaires.

Key Words : Citizens Intervention, HR Interventions, HR process Interventions, HRM Interventions, strategic Intervention.

1.0 Introduction

Human resource Management (HRM) is defined as an organizational function that deals with recruitment, management and giving guidance for the people who work in the organization. It is also an important and comprehensive approach to manage employees in the workplace environment. HRM needs to be integrated with the overall strategy to ensure effective use of people and provide better returns to the organizations in terms of ROI (Return on Investment) for every rupee or dollar spent on them.

If the HRM continues to practice this way it will lead to the success of the organization and also the organization will start utilizing its employee capabilities completely. Human resources are the most difficult resources to manage in an organization.

Whereas ensuring a high level of customer service delivery has become a key priority for any organizations. Meeting and exceeding customer expectations through delivering on the brand promise is crucial to achieving the goal of long term committed customers. Crucially, the quality or service provision will depend upon the skill set and behaviours demonstrated by employees which in turn is contingent on the quality of HR practices and approaches existing in the organization.

Therefore need of human resource management interventions: because in current scenario organization cannot implement only the conventional HR interventions they have to think beyond this with an aim of providing a better service to customer.

Description of Phenomenon –

A) Intervention: - Intervention comes from the Latin Intervenire, meaning "to come between, interrupt." often an intervention is intended to make things better.

B) Citizens:- Person who is entitled to enjoy all the legal rights and privileges granted by a state to the people comprising its constituency, and is obligated to obey its laws and to fulfill his or duties as called upon.

C) HR Interventions: - A sequence of planned activities, actions and events intended to help an organization improve its performance and effectiveness**.**

D) HR process Interventions: - These issues deal with social processes occurring among organization members, such as communication, decision making, leadership and group dynamics.

HRM Interventions:

1. Goal setting 2.Performance Appraisal 3.Reward systems 4.Career planning & Developments 5.Coaching and counseling activities 6.Managing work force Diversity 7.Employee wellness These fall in to three categories

1. Individual based –coaching, counseling, training, behavioral modeling, motivations etc…

2. **Group based** – conflict management, dialoguing, group facilitation, group learning, self-directed work teams, teambuilding and virtual teams etc…
3. **Inter-group based**- third party peacemaking interventions, partnering, organizational mirroring.

Interventions that inform: Activities that communicate goals, objectives, expectations, results, discrepancies, and so on. Examples: producing internal newsletters; holding debriefing sessions; giving feedback. This intervention is delivered when information has changed, the people have changed, or the people are uninformed, and the consequence is poor performance; or people don't get the information they need

Interventions that document: Activities that codify information (to preserve it and make it accessible. Examples: setting up libraries; creating manuals, expert systems, job aids, and decision guides. This intervention is delivered when information is not accessible over time or is too complex; job aids manuals, help screens, and so forth are lacking or inadequate, inaccurate, or hard to access.

Interventions that reward: Activities and programs that induce and maintain desired behaviors, eliminate undesirable behaviors, and reward desired outcomes. Examples: holding public ceremonies and annual recognition events; paying for performance. This intervention is delivered when current incentives either reinforce the wrong behaviors or ignore the desired behaviors; or there are few incentives for people to-do beater, more, or differently.

Interventions that develop: Activities and programs that expand skills and knowledge. Examples: offering training, coaching, and structured on-the-job experiences. This intervention is delivered when current performance is suffering or future performance will suffer because people lack skills and knowledge.

Interventions that counsel: activities and programs that help individuals, either singularly or collectively, deal with work, personal, career, family, and financial issue. Examples: offering on-site daycare, retirement seminars, on-site physical fitness centers, and employee assistance programs. This intervention is delivered when people are preoccupied with or distracted by personal and career issues, and this is limiting productivity or adding unnecessary costs.

D) Municipal Corporation-

An incorporated political subdivision of a state that is composed of the citizens of a designated geographic area and which performs certain state functions on a local level and possesses such powers as are conferred upon it by the state.

1. **Institutional Framework:** Constitutions, laws, byelaws, rules, regulations, power sharing and reporting relations between formal and informal institutions or organizations.
2. **Organization Building:** Strategy – mission, vision and shared goals, Structure -roles and responsibilities, authorities, coordination and convergence mechanisms, Systems – planning, decision-making, budgeting, information management, accountability and quality control systems, Skills, Style– allocation of leadership attention to key priorities and Staffing – recruitment, promotion, performance development and appraisal, career planning, etc.
3. **Human Resource Development:** Development of quality personnel, up gradation of knowledge and skills, designing incentives and disincentives, facilitating orientation and attitude changes, motivation, etc.

   Municipal governance is much broader than what municipal governments do. Cities are increasingly becoming multi-governmental and the effective management of cities requires multi-pronged partnerships and the involvement of many stakeholders. The key stakeholders in the urban context include: municipal elected officials and non-officials, Council and Committees, employees and their trade unions, Government departments, ratepayers' associations, resident welfare groups, Chamber of Commerce, business associations, NGOs, neighborhood committees, self-help groups, professional organizations, the media and the like.

Thus effectiveness of municipal governance depends on how the interactions between various stakeholders are managed to produce the desired goals of providing civic infrastructure and services to the citizens in a transparent and accountable manner.

E) Pune Municipal Corporation (e-Governance, to serve citizens better.)

VISION- "An economically vibrant and sustainable city with diverse opportunities and rich culture, where all citizens enjoy a safe and liveable environment with good connectivity".

MISSION- "Commitment to being the principle facilitator and provider of service through dedication to achieve excellence in civic amenities, provision and a responsive, accountable, modern, simple, and transparent administration".

Establishment of Pune Municipal Corporation- 15th February, 1950
Population (Year 2011) - 3115431 (Provisional), Square Area- 243.84 Sq. Km
Total Zones – 4, Total Wards- 76, PMC Members- 152 + (5 Nominated)
Municipal Employees – **Class I- 90, Class II- 375**

Class III- 4426, Class IV- 12,810

The civic Body Name- Pune Municipal Corporation

Governing Act- The Maharashtra Municipal Corporations Act

Mode of Governance

1) General Body- Policy making
2) Standing Committee- Financial Decision
3) Municipal Commissioner – Chief Executive

Organization structure

Pune City- 4 Zone Office, 15 ward Office, 76 Municipal Wards (Zones), 152 Corporators

Fig. 1 HR Structure

Municipal public accountability is a product of interactions between three groups of stakeholders. **The public** are the stakeholders interested in the public service, providers being accountable to them for the benefits they want most. **Political leaders** and the bureaucratic supervisors of service providers are the stakeholders who would like the latter to be accountable to them for a mix of public policy and possibly private interest. **Service providers** themselves constitute a third category of stakeholders who may have an agenda different from those of the first two. The public accountability system that finally emerges in practice depends on the relative bargaining strengths of the stakeholder groups involved. To ensure effective accountability, it is important that the rules for interface between the various groups of stakeholders are spelt out transparently without any ambiguity.

Fig. 2 Functional HR Structure

Municipal accountability is two-way - upward accountability to the state government and downward accountability to the people. The state governments usually control the activities of municipalities through the following channels-

(1) Power to dissolve Municipal Councils
(2) Approval of staff strength, deputation and transfer of top level management staff

(3) Approval of budgets, taxes, fees, charges, rates, etc.
(4) Approval of municipal land use/development plans
(5) Provision of inter-governmental transfers, including funds for infrastructure development
(6) Restrictions on municipal borrowing and guaranteeing the same when permitted
(7) Audit
(8) Reserved power to take over administration of particular services

Solid Waste Management Department-

The Health and solid waste Management Department of PMC is in charge of all functions concerned with Municipal waste collection, transportation, treatment and disposal and is headed by a Joint Municipal Commissioner.

The solid waste officer is the technical head of the Department who works closely with the Joint commissioner. At the Zonal level, there is one Deputy Municipal Commissioner in charge of all administrative aspects in the Zone. The Solid Waste Management services at the Zonal Level are monitored by the Medical Officer (SWM). The MO manages a team of sanitary inspectors, investigators and sweepers.

Collection of waste is handled through primary which involves house to house collection while secondary is through the containers placed at identified location in the PMC limits.

A secondary collection through containers is phased based on the location, the expected waste generated in the area and the availability of vehicles for collection. Around 700 containers are identified for daily collection while some may have the waste collected at a lesser frequency.

After the 1.collection next step is segregation of this solid waste on the following categories- biodegradable waste/wet waste, recyclable waste/ dry waste, construction and demolition waste, e-waste. Next is 2.storage of solid waste. Then 3.delivery and collection of solid waste, 4.processing and disposal of solid waste.

Manpower of over 7500 persons supports the Solid waste management department. Ex- safai workers, mukadam, mehtar, bigari, supervisor, medical, ward medical officer.

The department has over 65 dumper vehicles, 45 bulk refuse contractors and 75 ghanta trucks.PMC has taken initiative to prepared public health and sanitation Bye-Laws-2014.

2.0 Literature Review

This section reviews various research studies on HR Interventions for Citizens service and satisfaction. Literature that gives a deeper insight into concept of this HR Interventions. For the convenience of the study, the researcher made a review of literature on two parts-

1. Studies on phenomenal aspects of HR Interventions**.**
2. Studies on various aspects of HR Interventions.

On the basis of review of the literature research gaps are identified.

1. Studies on phenomenal aspects of HR Interventions -conceptual based study.

A. Choosing Human Resources Development Interventions by J.P. Singh, Professor of organizational Behavior at the Indian Institute of Management, Ahmedabad- Vol.14, No-1, January-March-1998

Prof. Singh analyzed 176 senior level Indian managers in his study. He identifies significant differences in the dimensions of culture among managerial groups categorized by sector (international, public, and private), education, and age., based on he concluded that that top management should examine the managerial culture of the group and the organization before introducing change through human resources development (HRD) interventions.

B.**HR Interventions** and Training in Downsized organization to Assist Remaining Employees by- **Davis L.**

Lawrence Davis conducted this research to investigate the use of human resource interventions and training programs offered to management employees in downsized organizations to help make the transition for the remaining employees in the states of North Carolina, South Carolina, and Virginia. Through this study **Davis L** focused on the manufacturing/ industrial sector where much downsizing has occurred in the past and is predicted to occur in the future.

On the basis of study **Davis concluded** that HR Interventions have significant relationship with employee morale, employee productivity and operating and their rankings in frequency of use and effectiveness some of the Interventions – Multi skilled cross training programs, redesigned job classifications, job evaluations and performance management systems, guided mid-level managers to become coaches and counselors

C. International Journal of Business Management and social sciences vol.2, No.1, 2011, pp 33-42. **HR Interventions for** work-life-balance: evidences from organizations in India by **R. Baral1**- *Dept of Mgmt Studies, IIT Madras,* & **S. Bhargava**-*S.J.M. School of Mgmt, IIT Bombay.*

Through this research paper authors made an effort to understand the current status of WLB Practices in Indian organization and identify the future prospects. They have suggested HR professional in India to review their present policies and practices regarding work-life-balance and redesign them accordingly.

2. Studies on various aspects of HR Interventions

A.Indian Banking 2020: Making the Decade's promise come true. – Report has been prepared by the **Boston consulting group and by team** of Alpesh Shah, Ashish Garg Bharat Poddar, Neeraj Aggarwal, Pranay Mehrotra, Ruchin Goyal, & Saurabh Tripathi in September 2010.

HR Interventions in Bank Sector- Restoring the People Advantage in the public sector through this article the authors reported that conventional HR Interventions will not be effective in public sector Banks because in current scenario there is lots of competition in private & public sector Banks. Acquiring and retaining talent is the most critical challenge facing the banking industry. Other challenges are – Demographic risk 2. Banks have to induct talent in large numbers of fresh employees to retain their competitive edge and market share 3. Most people retain the outdated belief that the public sector workforce is highly unproductive.

Through this article authors recommended HR Interventions -1.steady talent induction- sensitive PMS systemic succession planning, structural adjustments employee cost, empower the employee, skill development programs, structured change programme.

2. Create an employee brand that appeals to young recruits- Induction and on-boarding, Project demographic risks, locate future skill gaps, incentive scheme, create career tracks, use of technology to optimize placement, career forums, enrich the roles, empower the executives and strengthened HR department.

3. On the basis of review of the literature researcher tried to find out research gaps and need for justification of study.

2.1 Research Gap After reviewing the literature available on the concept **HR Interventions** following research gaps are found.

1. There is lack of research on **HR Interventions.**
2. There has been an extensive degree of research about **HR Interventions** in the western context. Not much work has been done in Indian context.
3. There has been lot of research work on **HR Interventions** in different sector like Bank sector, IT sector, private companies but very less research work in public sector.

These issues constitute considerable research gaps and there is a need for further research in this area.

3.1 Aim

To explore the details about the HR Interventions in policy and real time practices through which PMC provide services to satisfy the citizens.

3.2 Objectives

1. To know the states of HR Interventions in Solid Waste Management department
2. To study the correlation between PMC and HR Interventions.
3. To find out how PMC employees are successfully implementing the HR Interventions in order to satisfy the citizens.
4. To measure the satisfaction of citizens with the services offered by Solid Waste Management department

3.3 Hypothesis

1) HR Interventions-

H0- There is no HR Interventions exist between the Theory and real time practices of PMC.

H1- HR Interventions exist between the Theory and real time practices of PMC.

2) Citizens Satisfactions-

H0- There is no significant correlation between the services offered by PMC and Satisfaction level of citizens in PMC limits

H1- Satisfaction of citizens in PMC limits depends on the quality of services offered by PMC.

4.0 Research Methodology

A. Research Design-

The purpose of this research study is to determine the use of HR Interventions for citizen's services and satisfactions. In addition this study will also identify what HR Interventions can be used by PMC in real time practices.

A. To this end HR Interventions will be viewed in term of services offered by the PMC through Solid-waste Management Dept.

According to the researcher, Services offered by these departments are very important, since these services are citizen's daily need based. Hence researcher wants to focus only on HR Interventions that exist between the theory and real time practices of solid waste management department of PMC.

B. Satisfaction of citizens will be viewed in term of economical, physical level parameters.

Research design for this study will be **descriptive, no-experimental** and want to utilize a multi-method approach. Quantitative data as well as Qualitative data gathering methods required to collect the data. This design is selected as it is a way to collect data in order to answer questions.

B. Data Sources: - This research work require both type of

Primary Data: - @ primary data can be collected from different method like Survey method using Questionnaires, Interview method.

Secondary Data: - @ Published Material- 1. Books 2. News paper 3. Magazine
4. Journals 5. Reports of PMC departments

@ Computerized Database- 1. On line data
2. Off-line data Ex- companies database…

Data collection will on two aspects- 1. Services utilized by the Citizens
2. Policies and programs planned by PMC to offer the services to the citizens.

C. Sampling design (sampling plan) –

@ Sample Size –Appropriate sample size shall be selected so that there is sufficient representation from: - a. Citizens (in PMC limits only) – 100 (Female + Male)

b. PMC Employee of selected departments – 4 Departments – 5 from each – 20sample
(Class II,III,IV employee- Ex. Ward Officer, Medical Officer, Engineers, Doctors, etc)

c. The Corporators of the wards- 76 -Wards, 152- Corporators- 10 samples

g. Assistance Municipal Commissioner - 4 -Zonal Office- 4 sample

Total sample size- 100+20+10+4= 134

@ Sampling Technique - Systematic random sampling is proposed to be used for the selection of Citizens, PMC Employee and The Corporators of the wards.

6.0 Scope & Limitations of the Study

1. **Geographical scope-**
   The study will be restricted to Pune Municipal Corporation (PMC) limits.
2. **Conceptual scope** – It would cover the linking of HR Interventions with the service offered to citizens and their satisfaction level.

Limitations of the study

1 Population consider under this study.
2 Researcher tried to focus on only real time practices through which PMC is offering the different services to the citizens.
3 Study is limited to the specific department- Solid Waste Management Department
4 Respondents are from PMC limits.
5 Time require to collect primary data.

7. Major Findings & Observations

PMC has successfully implemented the policy of involving waste pickers to improve door-to-door collection in Pune City.

PMC play the role of facilitator by educating and informing citizens about waste segregation and asking them to pay a user fee to swach for their services.

The collaborative partnership between PMC and SWACH. Swach is an equal partner to PMC in implementing a sustainable waste management system in the city.

Initiatives towards Training and capacity building. PMC management has taken initiatives in Training and capacity building (TCB) of officials and workers.

PMC Issued the Identity Card authorized by PMC. The recognition of waste pickers by PMC was a key step toward mainstreaming them in the municipal Solid Waste Management process.

PMC launched a pilot program for door-to-door collection in 1.25 lakh households.

Distribution of separate Dustbin for wet & dry wastage to each Household

PMC has taken initiatives in scientific waste disposal.

Planning policy and enforcement initiatives is taken by PMC.
Initiatives are taken by PMC in involving community in Solid Waste Management.
Initiatives towards Information, Education and communication to citizens for health awareness.
Create awareness among citizens on their role and responsibility as citizens.
Due to manpower shortage PMC enter into partnership with citizens community based organization other stakeholders in the city and private sector for service contracts.

8. Conclusion

There is a perfect correlation between the PMC and HR Interventions. PMC employees are successfully implementing the HR Interventions in order to satisfy the Citizens. Rather PMC Officials frame and implemented the policy through which they are inviting and making citizens involved in spreading Health awareness.

On the basis of analysis of primary data it is found that 68% citizens are highly satisfied, 24 % Citizen are not satisfied whereas 8% citizens are said cant say. On the services provided by Solid Waste Management Department.

In today's highly competitive business environment, management of the organizations on the hunt to improve quality and performance while also lowering costs. To achieve that often means getting more productivity out of each employee. As employees work harder than ever to achieve organization goals, reward systems assume a bigger role in encouraging desired work habits and behaviors.

9. Suggestion-

Conventional HR interventions will not be effective in such public sector because in current highly competitive world, fast changing technology, demographics risk, management has to manage many things like acquire talent, retain talent, develop and maintain the talent in a way to provide different services and satisfy the citizens.
PMC must take major step towards planning & implementing strategic approach as Interventions. Some strategies to involve the student community and Housewife as volunteer in awareness program by solid waste management department.

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Conceptual Study of Relationship between Emotional Intelligence & Work Life Balance in Corporate World

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ABSTRACT:-

This study is an attempt to contribute afresh with a new perspective to the field of human resources and behavioral sciences with special reference to emotional intelligence in relation of employees work life balance in organizations.

This paper focuses light on how positively Emotional Intelligence and Work Life Balance associated with each other. Some researchers found that EI refers to the ability to perceive, control, and evaluate emotions they also suggested that EI can be learned and strengthened but some are inborn characteristics.

With the help this study it's concluded that the emotional intelligence has greater impact on the employee's performance and EI Organization which is based on organizational strategy & it improve business performance. The research study found that employees with high EI have got a higher overall work life balance compared to employees with low EI.

Industrial peace finally depends on the state of mind of the employees and their perfect balance of emotions and intelligence which affect the decision making process also. Healthy Interpersonal relations lead to good team work which finally lead to increase in productivity hence emotional intelligence and work life relationship need to be studied in above context. Researcher has diverted to study this with the help of secondary data.

Key words:- Emotional Intelligence (EI), Interpersonal relations, Work life balance(WLB), Quality Work Life(QWL)

Introduction:-

The subject of work life balance has received a lot of attention from employers because of the benefits it offers to organization with related outcomes.

Work life balance means being focused and dedicated in everything whatever we do and enjoy the various experiences that life has to offer. For that what actually matter is how healthy we are and it's largely depends on the kind of food we are consuming, exercise schedule and keeping our mind and soul happy.

Achievement and enjoyment in all spheres will lead to work life balance. Work life Balance is the daily achievement and enjoyment in all spheres of life namely work, family, friends, health and spirit.

Quality of work life is ensured when members of an organization are able to satisfy their important personal needs through their experiences in the organization.(K Ashwathapa)

There are many factors which can contribute to QWL they are: Adequate and fair compensation, Safety and healthy working condition, security and growth opportunity, opportunity to use and develop creativity, respect for individuals personal rights and last but not least that includes work and family life, including transfers, schedule of hours of work, field work and so on which affects the emotional intelligence of an employee.

Emotional Intelligence:

Emotional intelligence refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Emotional intelligence consist of five factors: knowing one's emotions, managing emotions, motivating one self, recognizing emotions in others and handling relationship. Emotional intelligence improves individual and organizational performance. It plays a significance role in the kind of work an employee produces and the relationship he or she enjoys in the organization.

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills., general intelligence and technical or professional skills. Work life balance is defined as a satisfactory level of involvement or fit between the multiple roles in a person life. In this climate managing the boundary between home and work is becoming more challenging. Organizations need to ensure that they were not just encouraging but mandate a practical and workable work life balance policy, benefiting and meeting the needs of both the organization and its employees.

There are many factors which can contribute to QWL they are: Adequate and fair compensation, Safety and healthy working condition, security and growth opportunity, opportunity to use and develop creativity, respect for

individuals personal rights and last but not least that includes work and family life, including transfers, schedule of hours of work, field work and so on which affects the emotional intelligence of an employee.

Work Life Balance:-

According to the Work Foundation, work life balance is about people having a measure of control over when, where and how they work. A key element of work life balance is a feeling of achievement and enjoyment at the workplace. Moreover, it also signifies achievement and enjoyments in other three realms of one's life that is family, friend and self.

Work life balance affects issues such as employee retention, reduced absenteeism, increased motivation and productivity. Imbalance of these affects the physical and psychological wellbeing of employees. The role of an individual and organization are very important in this to maintain the balance between work and home.

The emotions which are always ignored are a key to success. There is one Emotional Hindrance "you must put your emotions into your work" is a phrase which we often heard in life. It's become true in many regards but there should some control on it or we need to put some restrictions at one point.

Emotional Intelligence is the ability to become aware of even subtle changes in one's and others' emotional tones and to control them, to keep calm in the midst of pressure, to initiate and maintain healthy relationships with others, and to maintain an optimistic outlook towards life. Therefore EI become a critical part of HR management. It has been researched during the last two decades with special emphasis on its value in the workplace. This study tries to understand the relationship between EI and work life balance.

The role and relationship between emotional intelligence and work life balance among the employees has become a matter of discussion at all levels in corporate sector. In recent years significant amounts of research have been conducted exploring the implications of emotional intelligence among individuals, group and organization themselves. This paper adds to this growing body of knowledge by exploring whether emotional intelligence can be trained, what type of interventions increase emotional intelligence and how it relate to the Work Life Balance.

The Mixed model introduced by Daniel Goleman outlines five main EI constructs :-

- Empathy: When making decision we must consider other people's feeling especially.
- Social skill: managing relationships to move people in the desired direction.
- Motivation: To achieve for the sake of achievement.
- Self Regulation: It involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- Self Awareness: It's the ability to know one's emotions, strengths, weaknesses, drives, value and goals and recognize their impact on others.

According to Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

Interpersonal relationship:-

1. Better social relations for adults - High emotional intelligence among adults is correlated with better self-perception of social ability and more successful interpersonal relationships while less interpersonal aggression and problems and they easily balance the work life.
2. High emotionally intelligent individuals are perceived more positively by others. Other individuals perceive those with high EI to be more pleasant, socially skilled and empathic to be around.
3. Better family and intimate relationships - High EI is correlated with better relationships with the family and intimate partners on many aspects.
4. Better social relations during work performance and in negotiations - Higher emotional intelligence is correlated with better social dynamics at work as well as better negotiating ability.
5. EI is positively correlated with higher life satisfaction, lower level of insecurity or depression, self esteem simultaneously its negatively correlated with poor health choices and behavior.

Objectives:-

- To study the relationship between the Emotional Intelligence and work life balance in corporate world.
- To examine the dependence level of EI and WLB with one another.
- To study the positive association of work life balance with emotional intelligence.

Scope :-

This study confirm that both work life balance and emotional intelligence together create organizational success and develop competitive organizations. Improved emotional intelligence skills will help an individual to understand and manage the emotions of one and others better which will lead to good working life balance. Emotional intelligence and work life balance are positively correlate with each other.

Research Methodology

Secondary data:-

This research is based purely on secondary data. The data required for this research was collected as follows:-

1. **Use of library:-** The related literature required for this research will be studies by the investigators by using the books available in library and new books will also be ordered as per the requirement of this research.
2. **Use of internet:-** Investigators will access various sites on the internet which are related to this topic. Secondary data required for this research will also be obtained through various authentic websites.

Literature Review:-

A systematic literature review was conducted by a researcher. Various research papers, books, journals and authentic websites were referred for this purpose. Research papers selected for this research are summarized as follows:-

According to European Research studies volume XIII, Issue(1), 2010 Babes, Bolyai University, Romania on "Role of work life balance in male executive" (Bretz, R.D. and Judge, T.A., 1994) found that the more the organizations provided comprehensive policies to accommodate work and family issues the less work-family conflict was experienced by these employees. The research argued that the employees often remain unaware of their work life entitlements followed the implementation of work life balance practices (Kodz et al, 1998).

The existing literature shows that there is a dearth of academic studies on employee engagement (Saks, 2006). Furthermore, there exists confusion about the concept of employee intelligence as discussed in this paper later.

The research paper published in IUP journal of Organizational Behavior on 'Exploring the Relationship Between Emotional Intelligence and Work Life Balance in the Service Industry' in April ,2015 in this paper the study provides an encouraging finding , that employees, irrespective of gender and age are found to be benefitting from the levels of emotional intelligence in achieving low interference of personal life with work and work with personal life and they have got a higher overall work life balance.

The SOEP research paper on multi disciplinary panel Data Research of DIW, Berlin study shows that the high influence of working hours and working condition on employees satisfaction. The research study found that high working hours and overtime in general not decreased job satisfaction rather increasing working hours and overtime have positive effects on life and job satisfaction whereas the desire to reduce working has a negative impact on satisfaction. The overall numbers of hours by which employees want to reduce their working time is driven mainly by overtime compensation.

Good work life balance is more important for women than for men as she has to manage home and office at a time as she is the real home maker. A new Global research by Accenture a consulting firm found that around 70% of female respondent in India think that WLB is the key to their definition of "success" in their career while only 40% of men felt that they quit their job because of long or inflexible working hours for women that figure was 48% and almost 50-55% of the women are struggling to achieve work life balance and while doing the same they felt the stress which affect their physical and mental health as stress is simply a reaction to a stimulus that disturbs our physical or mental equilibrium.

Research gap:-

The researcher observed from the above literature review that no researcher has conducted any research on this topic ever before. It was observed that no research has been conducted on the relationship between Emotional Intelligence and Work life Balance in the corporate world. The research has been surely conducted by many researchers till this date but conceptual study has not been observed exactly on the issue selected by this researcher.

The researcher has found that there is a big gap between the men and women employee as women working in corporate world still fighting to meet the changing priorities of women depending of their stages of life. There are so many loopholes in law itself that need to be amended. As we know that there are many welfare facilities for employees which are binding on the employers but the implementation of this law has not been change as per social change.

There are some gap as per my opinion is that the researcher should focus on the individual initiatives for Emotional Intelligence and work life balance as its necessary that everyone should priorities things in their own

life like career, family, friends, entertainment, hobbies and social responsibilities but in corporate sector the employees are bound to rules or company policies.

Findings:

Three major behaviors of work that interferes with personal life were unhappiness with the amount of time for non – work activities followed by missing personal activities due to work and putting personal life on hold because of work.

It has been found that EI should be an important criterion for recruitment, specially for higher positions where the span of control is large. Organizations need to allocate resources for training programs aimed at developing EI of employees.

The two major factors impacting work – life balance of IT employees were filling exhausted at the end of days work and quitting their jobs or taking a career break because of work – life balance issues.

Significant differences were found in work interference with personal life and work related factors interfering with personal life were highest in the corporate world. The employees who were in the same position for more than two years are likely to use work life balance programs.

The study were found difference between gender and work interference with personal life, work related factors and levels of risk to an employee's position with the usage of work life balancing programs and the ratio are higher for men as compared to women.

It has been found through this study that stress can negatively affect on the health both physical and mental like anxiety, restlessness, anger, lack of concentration mood swings which ultimately result in change in behavior which lower down the emotional intelligence and simultaneously disturb the work like balance.

Recommendations:-

Employers should concentrate on framing various policies and schemes to facilitate work life balance to encourage and attract employees. Provision of policy alone is not sufficient to ensure employee's work life balance. There should be formal policies in place which should be consistent with what employees actually experience. Human Resource department should rates the policies across different areas in the organization as it will give support to the existence cultures. HR manager and senior management should take initiative and communicate the importance of having a good balance between personal and professional life. Organization should arranged some training programs and the stress management workshops or get together etc. annually in which they can participate with family which will help to balance their life and will rejuvenate them.

Conclusion:-

Individuals and organizations need to work together to achieve work life balance. It has been found that the study indicates a higher level of EI leads to better work life balance and Emotional intelligence is an effective way to integrate, enhance and provide better work and family life.

With the help this study it's concluded that the emotional intelligence has greater impact on the employee's performance and EI Organization which is based on organizational strategy & it improve business performance.

Corporate world should focus on formulating, developing, implementing, maintaining better work life balance policies in order to build sustainable and enriching organization. They should come up with effective and efficient working culture that supports the use of available policies which will also a great importance. It will automatically reduce the work stress, grievances and dispute among the employee and they can concentrate more on their quality and productive work and simultaneously they will balance their work life and will improve the individuals as well as organizational performance.

Scope for further research:-

Future research may be conducted with primary data by collecting the data and questionnaire from different professions and across cultures or involving different levels of employees such as Professors/Trainers, technician's managers, frontline personnel with one or more organization. (Educational institute, Service industry etc.) Measurement Tools and Experimental studies may be taken up to measure EI and WLB respectively and such studies would further support our findings.

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A Qualitative Case Study on the Traits and Working Habits of The Generation Y Employees In Bangkok Firms Perceived By Their Employers.

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Introduction

The commonly-used current generation has been defined by a unique mix of factors. The Pew Research Center has designated the generation as the Baby Boom (1946-1964), Generation X (1965-1979), Generation Y or the Millennial (1980-1999). Specifically stated, the generation Y is largely made up of the children of the Baby Boom generation. Based on the ages cohorts collected from the firms interview, the employees in Bangkok firms comprise three different generations. More interestingly, the Generation Y employees have already surpassed Baby boomers in most of the firms. So it seems likely that the Generation Y or the Millennial would be majority group of employees who will contribute to the sustainable growth and prosperity of the organizations in the near future. Also, the Millennial are likely the most studied generation to date. As an HR instructor, the researcher is interested in conducting a Qualitative Case Study on the Traits and Working Habits of the Generation Y Employees in Bangkok Firms Perceived by Their Employers.

Objectives

This qualitative case study aimed to investigate the traits and working habits of the Generation Y employees and to provide suggestions to encourage the Generation Y employees to contribute to their full potentials.

Methodology

Twenty employers from ten small to medium sized business firms in Bangkok were interviewed using structured interview regarding the traits and working habits of their subordinates. The content analysis was used to conclude the findings. The focus group was conducted by having five human resource managers to discuss about the feasible suggestions to deal with the challenges

.

Findings

The findings, based on the interview, are as follows:

1. All the firms interviewed reported that the employees consisted of three generations; namely, Baby Boomer, Generation X and Generation Y.
2. The perspectives towards work were, to some extent, viewed differently. The generation gaps have been existent.
3. It was essential that the firms understand and be capable of managing them since they will be the main polar contributable to the firms in the future.
4. The perception of the employers regarding the traits and working habits could be listed as :
   - 4.1 The Generation Y employees loved self- learning on their own and learn from experiences.
   - 4.2 They are self-centered, did not like to conform to the framework designated by others. Additionally, they did not care for the criticism.
   - 4.2 They were able to handle many things simultaneously.
   - 4.3 They showed their loyalty to the principles not persons.
   - 4.4 They placed the utmost importance on the jobs they liked more than anything else.
   - 4.5 They could not tolerate the repetitive jobs even though those jobs were important.
   - 4.6 They loved to have a balanced work life not to devote to work only.
   - 4.7 They have been technically savvy, almost as if they have a digital sixth sense.
   - 4.8 They were innovative have free will in thinking.
   - 4.9 They could not stand the bosses who perform poorly.

Suggestions

Based on the focus group meeting, the remarks and recommendations were as follows :

1. It was a consensus that the understanding of Generation Y employees has been a must to help them have proper adjustments and establish mutual understandings and maintain good relationships among the colleagues.
2. Each firm should establish the career path of each profession in the firms
3. Each firm should have a systematic remuneration plan.
4. Each firm should establish good working atmosphere to build mutual understanding across and among the colleagues in all generations.

5. Each firm should build strong corporate culture especially having a good teamwork.
6. Each firm should establish a good internal communication network.
7. More new and modern information technology should be installed to facilitate the work performance.
8. Each firm should emphasize more on work-life balance scheme.

In conclusion, this qualitative case study primarily could be served as food for thoughts enhancing HR persons to study in-depth on how to motivate the Generation Y colleagues to be fruitful and productive employees and maintain in the organization for a lifelong employment. Hopefully, the findings and suggestions can provide an impetus for more research in HR related fields.

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Researcher's Research Is Based On Safety Of Workers In Organization And Keeping In Mind The Main Safety Measures To Be Taken In A Construction Company On Its Site.

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ABSTRACT:

The scope of occupational safety and health has evolved gradually and continuously in response to social, political, technological and economic changes. In recent years, globalization of the world's economies and its repercussions have been perceived as the greatest force for change in the world of work, and consequently in the scope of occupational safety and health, in both positive and negative ways .Liberalization of world trade, rapid technological progress, significant developments in transport and communication, shifting patterns of employment, changes in work organization practices, the different employment patterns of men and women, and the size, structure and life cycles of enterprises and of new technologies can all generate new types and patterns of hazards, exposures and risks.

Key words: safety,hazards,occupational health,disease,infirmity,ergonomic.

Introduction:

"The main focus in occupational health is on three different objectives: (i) the maintenance and promotion of workers' health and working capacity; (ii) the improvement of working environment and work to become conducive to safety and health and (iii) development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings. The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking."

Those in the field of occupational health come from a wide range of disciplines and professions including medicine, psychology, epidemiology, physiotherapy and rehabilitation,occupational therapy, occupational medicine, human factors and ergonomics, and many others. Professionals advise on a broad range of occupational health matters. These include how to avoid particular pre-existing conditions causing a problem in the occupation, correct posture for the work, frequency of rest breaks, preventative action that can be undertaken, and so forth.

"Occupational health should aim at: the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities; and, to summarize, the adaptation of work to man and of each man to his job.

The research and regulation of occupational safety and health are a relatively recent phenomenon. As labor movements arose in response to worker concerns in the wake of the industrial revolution, worker's health entered consideration as a labor-related issue.

Work Place Hazards

Although work provides many economic and other benefits, a wide array of workplace hazards also present risks to the health and safety of people at work. These include but are not limited to, "chemicals, biological agents, physical factors, adverse ergonomic conditions, allergens, a complex network of safety risks," and a broad range of psychosocial risk factors Personal protective equipment can help protect against many of these hazards.

Physical hazards affect many people in the workplace. Falls are also a common cause of occupational injuries and fatalities, especially in construction, extraction, transportation, healthcare, and building cleaning and maintenance.[12]Machines have moving parts, sharp edges, hot surfaces and other hazards with the potential to crush, burn, cut, shear, stab or otherwise strike or wound workers if used unsafely.[13]

Biological hazards (biohazards) include infectious microorganisms such as viruses and toxins produced by those organisms such as anthrax. Biohazards affect workers in many industries: influenza, for example, affects a broad population of workers. Outdoor workers, including farmers, landscapers, and construction workers, risk exposure to numerous biohazards, including animal bites and stings, from poisonous plants,[1] and diseases transmitted through

animals such as the West Nile virus and Lyme disease Health care workers, including veterinary health workers, risk exposure to blood-borne pathogens and various infectious diseases, especially those that are emerging.

Dangerous chemicals can pose a chemical hazard in the workplace. There are many classifications of hazardous chemicals, including neurotoxins, immune agents, dermatologic agents, carcinogens, reproductive toxins, systemic toxins, Falls are one of the most common causes of fatal and non-fatal injuries among construction workers. Proper safety equipment such as harnesses and guardrails and procedures such as securing ladders and inspecting scaffolding can curtail the risk of occupational injuries in the construction industry. Due to the fact that accidents may have disastrous consequences for employees as well as organizations, it is of utmost importance to ensure health and safety of workers and compliance with HSE construction requirements. Health and safety legislation in the construction industry involves many rules and regulations. For example, the role of the Construction Design Management (CDM) Coordinator as a requirement has been aimed at improving health and safety on-site.

The 2010 National Health Interview Survey Occupational Health Supplement (NHIS-OHS) identified work organization factors and occupational psychosocial and chemical/physical exposures which may increase some health risks. Among nonsmoking workers, alot of construction workers are exposed to secondhand smoke while only a few of the workers are shown to exposed. Other physical/chemical hazards with high prevalence rates in the construction industry were frequently working outdoors (73%) and frequent exposure to vapors, gas, dust, or fumes (51%).

asthmagens, pneumoconiotic agents, and sensitizers. Authorities such as regulatory agencies set occupational exposure limits to mitigate the risk of chemical hazards.

Psychosocial hazards include risks to the mental and emotional well-being of workers, such as feelings of job insecurity, long work hours, and poor work-life balance. interventions for depressed workers receiving clinical interventions reduces the number of lost work days as compared to clinical interventions alone This review also demonstrated that the addition of cognitive behavioral therapy to primary or occupational care and the addition of a "structured telephone outreach and care management program" to usual care are both effective at reducing sick leave days

Specific occupational safety and health risk factors vary depending on the specific sector and industry. Construction workers might be particularly at risk of falls, for instance, whereas fishermen might be particularly at risk of drowning. The Government identifies the fishing, aviation, lumber, metalworking, agriculture, mining andtransportation industriesas among some of the more dangerous for workers. Similarly psychosocial risks such as workplace violence are more pronounced for certain occupational groups such as health care employees, police, correctional officers and teachers.

Construction is one of the most dangerous occupations in the world, incurring more occupational fatalities than any other sector. Falls are one of the most common causes of fatal and non-fatal injuries among construction workers. Proper safety equipment such as harnesses and guardrails and procedures such as securing ladders and inspecting scaffolding can curtail the risk of occupational injuries in the construction industry. Due to the fact that accidents may have disastrous consequences for employees as well as organizations, it is of utmost importance to ensure health and safety of workers and compliance with HSE construction requirements. Health and safety legislation in the construction industry involves many rules and regulations. For example, the role of the Construction Design Management (CDM) Coordinator as a requirement has been aimed at improving health and safety on-site. The 2010 National Health Interview Survey Occupational Health Supplement (NHIS-OHS) identified work organization factors and occupational psychosocial and chemical/physical exposures which may increase some health risks.

Definition of the term:

As defined by the World Health Organization (WHO) "occupational health deals with all aspects of health and safety in the workplace and has a strong focus on primary prevention of hazards. Health has been defined as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Occupational health is a multidisciplinary field of healthcare concerned with enabling an individual to undertake their occupation, in the way that causes least harm to their health. Health has been defined as It contrasts, for example, with the promotion of health and safety at work, which is concerned with preventing harm from any incidental hazards, arising in the workplace.

Literature review:

Evaluation of Safety Performance in a Construction Organization in India: A Study

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This article tells us that:

In India the construction industry is the second largest employer next to agriculture and about 31 million people are employed in construction sector. Indian construction industry is labour intensive comprising of semi- skilled and unskilled workers. The measurement and evaluation of an organization's performance on health and safety conditions at work mainly aims at the provision of information about the current situation and the progress of the strategies, processes and activities that are adopted by an organization with the view to keep H&S hazards under control. The construction industry needs a new paradigm for measuring safety performance on construction sites that is a proactive approach rather than just depending on the reactive data. The proactive approach is able to provide essential feedback on performance before incidents occur. This paper presents proactive safety measures to eliminate unsafe actions/conditions which contribute towards accidents and injuries by conducting safety sampling survey and overall safety performance was evaluated by inter observer reliability of internal and external safety auditors.

Aim: To build an Effective Safety program for the employees working in this construction company

Objectives of this study:

1. Analyse the use of safety program used in the organization.
2. Effective method applied in the safety of the employees.
3. Study and improvisation of the area of improvement.
4. Importance of having a safe work environment.
5. To design the model for safety program.
6. To solve employees problems on construction sites and management design programs.

Research methodology:

Hypothesis:

H1. Safety of employees at their work place.

H2. Effectivity of applying a safety program for the employees.

Research Design: Descriptive research design is adopted for this study. Descriptive research includes surveys and fact finding enquiries of different kinds; in this type of research the researcher has no control over the variables.

Sampling plan:

Population: 105

Sample size: 60

Sampling Method: Sampling method is the procedure of selecting units from the sample. Non-probability sampling method was adopted for this study.

i. Non-Probability Sampling: Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the set of population has of being included in the sample. In this samples are selected for a specific purpose. Hence in this case there occurs a chance of less reliability of conclusions.

ii. Sampling Type: In this study convenience sampling is undertaken for collecting the samples.

Data Collection: The collection of data in this study is collected through primary and secondary sources.

Primary Data: The primary data are those data's which are collected newly as well as for the first time.

Source: In this study primary data is collected through questionnaires or personal interview.

Secondary Data: Secondary data are those which have already been collected by someone and which have been passed through the statistical process.

Source: Data is collected from company profile, books, and websites.

Limitations of the study:

Restricted Data:

Since it is a small unit of organization the company does not have much information to offer in terms of vast strategies and factors related to employee retention. The company's privacy policy also did not allow the manager to share more employee related data.

A. <u>AREA OF STUDY</u>

Since the project is based on employee retention the main area or focus of study is based on 2 sub-topics from my perspective or understanding of the topic.

1. Overall Employee retention factors in a construction company
2. Overall Employee retention strategies

THE MAIN RETENTION FACTORS AS LISTED BELOW INCLUDES

1. <u>JOB</u>

If an employee finds his job meaningful, exciting and it meets his expectations in terms of salary, where a company would provide training to upgrade his skills which would offer him career development opportunities

and where his work will be identified and recognized which will in return increase his status or position and will provide him additional benefits offered by the company.

2. **CULTURE**

A very important factor in employee retention is the organizational culture, if an employee joins a company he will look out for good management system in the organization where there would be supportive or leadership type of management style and if it meets his expectations in terms of co-workers, who should generally be helpful, supportive and lead together as a team and where employee's good work gets recognized and appreciated which in turn entitles him for rewards for job well done which would give him a sense of security about the company and would increase his loyalty towards his company where his personal values will match with the company values.

3. **EXTERNAL FACTORS**

Includes how readily there are jobs available in the market (Economic Climate) matching his expectations and skills. How competent are other companies or industries. External factors also include how an employee has had past experiences; how good or bad were they. And how the community views a particular job, industry or business is also a subconscious thought of an employee.

Major finding and observation:

Among the employee's 43.75% belong to the age group of 20-30.The next highest frequency distribution is in the age group of 30-40. 41.25% of the employees are having experience of more than 10 years as compare to others.

42.50 % of the employee's fall under the income group of 20001 & above. 71.25% of employees are married whereas 28.75% of employees are single. 61.25% of the employees are satisfied with implementation of safety provisions in the organizations. From this we can infer that organization has taken special care in making the employees understand about the safety provisions.

71.25% of the respondents are satisfied with the safety measures provided to them. Hence we can infer from the above chart that the organization is implementing the right safety measures which make the employees satisfied. 60% of the respondents feel that productivity increases to great extend due to practicing of industrial safety & good work environment.

86.25% of the employees have not met with the accident while 13.75% of the employees have met with the accident during the working hours. Hence the organization has to find out the root cause for the accidents and take measures to reduce the accidents.

54.54% of the accident occurs during night shift. Hence the organization should find out the problems faced by the employees during night shift and take necessary steps to avoid accidents .

75% of the employees are satisfied with the first-aid provided by the organization at the time of accidents. 31% of the employees feel that not following the prescribed rules as per the major cause for accident. 71.25% of employees are highly satisfied with safety equipments provided by the organization.

Most of employees are highly satisfied with the efforts taken by the organizations to ensure employees safety. 85% of employees have attended the training program for safety conducted by the organization. 25% of employees have attended health safety training, 22.50% of employees have attended fire safety training and 20% of employees have attended chemical safety training, and hence the measures are being followed in an organized manner.

Conclusion:

This research has been helpful in analyzing the effects of the hazardous effects an on site construction site would have. It gives an insight to the programs that can lead to betterment of the Construction industry.

Recommendation and suggestion:

The following points must be included in the safety of employees:

1.Employee and Supervisor Training
2. Safety Incentives
3. Workplace conditioning
4. Medical Treatment and Emergency Procedures
5. Return to work programs
6. Accident Investigation and Recordkeeping
7. Accident Reporting and Recordkeeping Activities.

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Lean Thinking by HR-In the Employment for ITI Graduates

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ABSTRACT:

The Government of India introduced the craftsman training scheme (CTS), through the vast network of Industrial Training Institutes (ITI's). The objective was to ensure a steady flow of skilled workers in different trades for the domestic industry. Every year ITI pass outs are either placed as apprentices or trainees in different sphere of industries most of the times ITI graduates are placed in industries through campus by HR from Industries.

This is the case study of ITI Parbhani of Maharashtra State where, ITI graduates of various trades were absorbed by Fiat Automobiles Ltd. Ranjangaon plant near Pune. Period of this study is from year 010 to year 2014. HR from Fiat every year use to come for campus recruitment to ITI Parbhani.

During the discussions with HR regarding performance and retention of trainees in the year 2011 following observations has been made by HR.

1) Recruited graduates are "partially committed" to their job.
2) They looks at industrial employment as something permanent but they maintains their close contact with their families and village.

Therefore, retention rate of ITI graduates after recruitment is very low. Rather, For the year 2010, total 40 ITI graduates offered Job. However, only 13 out of that retains and 27 left the job very soon.

If this is the case, then lot of efforts and time put it into the campus recruitment by HR and Institute administration is wastage.

To overcome this situation HR and Institute administration decided to have brainstorming on the issue. Various alternatives and options were discussed. Finally, Lean thinking approach finds appropriate to suit this situation.

Accordingly, Lean thinking approach for campus recruitment at ITI Parbhani has been developed. It is decided to implement at both ends that is at company level by HR and at Institute level by both i.e. HR and Institute administrators. Implementation plan made and decided to apply from 2011 batch.

The Lean thinking approach has a basis of elimination of all types of wastes, in doing so, additional learning needs of ITI graduates were identified. A new life enrichment program given to controlled group of ITI trainees.

The results are impressive. The retention rate and productivity of ITI graduates from the batch of 2011 is increased. Above all there is attitudinal change in ITI graduates.

This paper will discuss some experiences gained so far by launching the use of Lean thinking for HR and presents some potentials of lean approach.

Keywords : ITIs – Industrial Training Institute, HR– Human Resource Manager, Lean – Removing waste, increasing customer value, TPS – Toyota Production System, Brainstorming – Generation of ideas by group, NTC – National Trade Certificate, Muda – Japanese word for 'waste'

Introduction

The objectives of it is to raise quantitatively and qualitatively the industrial production by systematic training, to reduce unemployment among the educated youth by providing them employable training, and to cultivate and nurture a technical and industrial attitude in the minds of the younger Generation.

The main stakeholders of it is are Institute administration, the employer company and employee trainee. The major difficulty it is face today is because of stakeholders inability to deal with the "System Failures" that are preventing them from developing or implementing new processes that will improve the overall performance of it is.

If students are leaving or graduating from it is unprepared to meet the demands of society. Then this problem has a ripple effect throughout society. Outgoing students who are not prepared to become responsible, productive citizens become a burden to society.

One such system failures identified jointly by administrators of ITI Parbhani (M.S) and HR from Fiat Motors Ranjangaon near Pune. Industry Feedback about recruitees wasn't satisfied. Industry was unhappy because of two reasons one being regarding commitment towards job and second is retention to job. Because of that HR every year

move around ITI to ITI to fill up their vacancies. So, at one hand society is talking at other hand Industry is in dirt of filling vacancies.

To analyze and solve this issue for ITI Parbhani, a brainstorming session was arranged between HR from industry and administrators of ITI. After deliberations they come up with a solution that of adopting Lean thinking approach for ITI recruitment.

HR managers from Industry and ITI administrators critically reviewed the ITI system. A additional learning needs for ITI trainees was identified. Then, a need based model was developed called "Life Enrichment Program".

The newly developed model has been given to ITI trainees at both ends. That is before recruitment at the Institute premises and after Job offer at Industry premises.

Both HR from industry and ITI administrators actively involved in implementing this new lean thinking approach.

The objective was to eliminate waste of time, cost and efforts of frequent campus recruitment process. Through this paper Experiences of ITI Parbhani during 2011 to 2014 is shared.

What is Lean Thinking?

Lean thinking got its name from a 1990's best seller called "The Machine that changed the world: The story of Lean production". Group of MIT researchers, lead by Dr. James Womack prepared to write the book. Lean is all about eliminating all sorts of waste (non value added activity) modelled after the Toyoto production system. (TPS)

Lean Thinking is a mindset – a way of viewing the world. Lean is about Focus, **Removing Waste,** and increasing customer value.

Lean is basically all about getting the right things, to the right place, at the right time, in the right quantity while minimizing waste and being flexible and open to change.

Lean is about smooth process flows, doining only those activities that add customer value and eliminating all other activities that don't. Adding value is another way of saying generating revenue.

"Muda" is the Japanese word for waste and is the enemy of us all whether we know it or not.

Thus, Lean thinking is identifying wastes, and by applying Lean concepts eliminate non value added activities, tasks, steps.

Lean HR

The cost of operating HR process can be enormous and invisible. The primary goal of the modern HR management should be maximizing the customer value of Human Resources. HR department should be an active partner in promoting and training improvement actions in relation to the mai9n tasks of the organization.

For all organizations it is always important to perform its tasks and services in the most efficient way and to adopt continuously to new and increasing needs and requirements. The HR unit in an organization will have to play and active role in improvement process, both in order to be as efficient as possible regarding its own services and in order to support the process in the organization as a whole.

The care idea of Lean HR is to maximize customer value while minimizing waste. Then, who are the customers of HR? Obviously the main customers of the HR unit are the top management, the middle management and in principle all employees of the organization. It might also be external customers, as in present case ITI administration and potential future employees.

For present study Recruitment and Induction process of ITI graduates has been critically evaluated, outcomes analyzed and for eliminating waste from the process Lean thinking approach has been applied through HR.

Existing Process Evaluation

Industry have their manpower requirements for ITI graduates. Accordingly, campus were arranged in ITIs. HR from industry along with application blank, visits ITI. Collect data and conduct interviews. Selected trainees asked to contact company after declaration of their examination results. The case with ITI Parbhani is that, in the year 2010. 40 candidates from Automobile trade Joined Fiat Motors Ranjangaon near Pune. However, out of these 40 recruitees only 13 were continued with the Job. 27 candidates left the job within 08 days to 03 months period.

This retention percentage forced HR to exercise campus again and again. Which adds cost to whole process.

To find root cause of this situation HR and ITI administration have a brainstorming session. Outcome of the session is as follows :

1) Candidates of 14 years of age or higher are eligible to seek admission in ITI. Therefore, average age of ITI recruitee is below 20 years.
2) Most of the ITI graduates from rural background. Also their economical, family social and educational condition is weak. They do not have any career planning ideas.

3) In theITI curriculum 70% of the training period is allotted to practical training and the rest to subjects relating to Trade theory, workshop calculation and science/ Engineering Drawing and Employability skills. This shows that no inpur regarding workplace etiquettes and Job responsibility.

Lean thinking approach development

As first two issues are not in preview of either HR or ITI administration. It was decided to apply Lean approach to Curriculum issue.

Curriculum of ITI doesn't have inputs about making attitudes and mindset of trainees to become responsive and productive employee.

Hence, to build mindset of ITI trainees, additional learning needs in the form of 20 HR "Life Enrichment Program" has been devised jointly by HR and ITI administrators.

It is also decided that this newly designed program has to be delivered with true spirit to ITI trainees at both ends. i.e. at Institute level before recruitment and at Industry Level as an induction program through HR.For 2011 year batch of ITI trainee this program has been given.

Life Enrichment program

Central idea of this programme is that, "to sensitize trainees as well as instructors and other stakeholders about rights, liberties and responsibilities".Objective of the program is to make ITI trainees not only good workmen's but also responsible citizens. Rationale of the program is occupational skills known as hard skills has been taught and practiced during course duration of ITI. Soft skills along with additional learning needs proved to be more important on a long term basis, than hard skills:

Contents of the program are:

i) Constitutional duties of citizens.
ii) Discipline, morale, ethics, values.
iii) India's rich heritage.
iv) Case study of Japanese work culture.
v) SWOT analysis.
vi) Role of an ITI trainee.
vii) Safety at workplace, home and at road.
viii)Importance of etiquettes in life.
ix) Team work
x) Energy and Environment
xi) Health is wealth
xii) Life long learning and lifetime employment.

These contents are delivered with the help of audio-visual aids.

Results are encouraging

This Lean HR approach delivers encouraging results. In the year 2011, 70 ITI graduates offered Job out of them 57 had retained their job.

During 2012, 50 ITI graduates offered job out of them 45 were continued on the Job.

In the recruitment campus of 2013, 40 ITI graduates offered Job and 39 of them retained to their Job.

Due to the change in the mindsets their over all performance at work also get improved. Thus, Lean thinking approach adopted by HR makes lot of difference. Five Pillars of Lean HR approach are as follows :

Conclusion:

A major challenge for all organizations is to improve efficiency and to ensure continuous improvement. For the HR department this is a double challenge as the HR department itself should meet the requirements of the organizations it serves in an efficient way, and the HR department should be an active partner in promoting and training improvement actions in relation to main tasks of the organization.

Lean thinking and practice leads to capacity development in HRM. Present study shows that Lean thinking approach to HR process it well coordinated and implemented with proper mechanism for implementation then message understood by the employees as something of value that can make a difference.

Recommendations:

1) Lean is based on simple and easily understandable principles and tools that can give quick results in HR function.
2) Requires openness, creativity and willingness to change among HR personnels.
3) Requires good management & follow up by HR department.
4) Introduction of Lean in HR requires the heavy involvement of the HR unit together with other internal & external experts.
5) Top management must understand Framework & philosophy of Lean and ensure proper backing to act according to Lean thinking.

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A Study of Contribution Of Executive Coaching In Development Of Critical Human Capital Within The Organization, In Pune Region

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ABSTRACT:

Members of Executive Cadre (Top, Senior and Middle Level Management) is a critical Human Capital, having larger circle of influence, which might impact Continuity and Prosperity of Organization. They are critical resource for the organisaiton since they possess extra ordinary competencies, however they are also entrapped in common follies of Human Being – namely Self-Created web of beliefs/limitations, prejudices, Over/Lack of Confidence, Superiority/Inferiority Complexes etc. which limit their Performance Behavior, which impact overall success level of Organization. Organizations in India have recently started adopting practice of deploying Executive Coaches (which is quite established in Developed Countries like Europe, USA etc.) to Develop Critical Human Resource for better success of organisaiton; through helping them to liberate themselves from common follies to enhance their Performance Behavior. Executive Coaches are commonly deployed for Agenda like Leadership Development, Succession Planning, Performance Improvement and Training for current and future roles etc. Executive Coaching practice is nascent in India and there are major challenges of this profession like non availability of Skilled/Trained Professionals, Lack of Orientation/Awareness and acceptance/cooperation to perform expected role by Coachee, Sponsorer, lack of exact measurement of the benefits achieved through this intervention etc. Hence it was felt necessary to examine contribution of Executive Coaching in development of Critical Human Capital within organisaiton.

A Systematic and elaborate Research was conducted with objective to critically examine Contribution of Executive Coaching in Development of critical resource i.e. Human Capital, in Pune Region.

The Research established positive correlations between Executive Coaching and Development of Critical Human Capital – specifically in the process of Leadership Development, Succession Planning, Performance Improvement and Training for present and future roles, though with varying degrees. Based on research results and observations, Researcher has following critical recommendations:

a. Currently Executive Coaching is majorly deployed in MNCs, IT/ITES and Service sector, however there is scope to utilize this intervention successfully in Family Managed organizations and FMCG and Manufacturing organisaiton.
b. To enhance effective utilization of Executive Coaching, it is essential to upgrade Training Infrastructure to Executive Coaching to provide more Skilled Professionals, improvement in the Tool/Techniques and methodology/process of Coaching and its measurement of success to enhance substance of benefits achieved through Executive Coaching intervention.

Key Words:
Critical Human Capital, Performance Behavior, Executive Coaching, Leadership Development, Succession Planning, Performance Improvement, Training for present and future roles,

Introduction

Each Organization strives to secure continuity and prosperity of Business. Organizations use various resources including Financial Capital, Technology and Intellectual Capital and most importantly Human Capital to pursue Goal of Continuity and Prosperity of Business. .Human Capital is most important amongst other Resources,

Amongst Human Capital, certain Resources like Top, Senior and Middle Management Members (who are commonly referred to as **Executive Cadre**), who might be small in number but critical for the success of the Organization, since they provide Entrepreneurial Leadership and Directions to the entire organisaiton. Their area of influence is much larger over the entire mass of employees of organisaiton (the Human Capital) and other stake holders including Suppliers and Customers.

Executive Cadre are roles in the organizational hierarchy, but the Role Holders are basically human beings, who have unique and extra ordinary Potentials, Capabilities, and Competencies, which differentiates them from others. They also suffer from follies of human beings like having Prejudices, Superiority/Inferiority Complexes, Mis-

concepts, Self Limiting Beliefs, Over/Lack of Confidence and so on. These follies might limit their potentials and capabilities from becoming Good to Great and certainly affect their Performance Behavior.

Success or failures of Executive Cadre has capability of causing deep impact on the overall performance of organisaiton and its success. Hence it is critical to ensure that people in Executive Cadre are able to utilize their entire potentials for the betterment of the organisaiton and they are safeguarded from the follies of Human Beings. This is part of Development of Critical Human Capital.

In Developed Industrial Societies like Europe and USA, Organizations are deploying support system of **Executive Coaches** to help those Critical Members of Executive Cadre – to enhance their Performance Behavior for better performance of entire organisaiton. Those Executives Coaches are Elite Professionals who are specifically Trained in specific skills of Coaching more importantly in the field of Psychology, Behavior and Performance Management. They are trained in skills of Effective Communication, Empathy, Persuasion and Constructive Confrontation to enable Coachee to fight his self-created web of inabilities which are limiting their Performance Behavior. This Practice is gaining strength in developing countries like India and it is mostly deployed in organizations which are MNCs having roots in USA, Europe etc, and Organizations whose success mostly dependents on Human Capital like IT/ITES Organizations, R&D Institutions.

Since practice of Executive Coaching is of recent origin in India, it is felt necessary to examine whether the practice of Executive Coaching is really contributing in the process of Development of Critical Human Capital (Executive Cadre) in Organizations. Considering proximity, familiarity and restricted resources, Researcher has decided to restrict his Sample of Research in Pune Region only.

Statement of Problem:

Indian Industrial Society is eager to ensure improvement in Performance Behavior of their Critical Human Capital – Executive Cadre through deployment of Executive Coaching as an effective intervention in the process of Leadership Development, Succession Planning, Performance Improvement and preparing Executives for their Present and Future Roles to ensure overall success of the Organization.

However currently the practice of deployment of Executive Coaching is having its limitations since this practice is nascent in India, limited availability of Skilled Professionals, limitations of precise measurement of success of this practice, lack of overall awareness amongst Industrial Community /Sponsorer and Lack of Organizational support. Hence currently there are no clear evidence about utility, effectiveness and contribution of Executive Coaching in the process of Development of Critical Human Resource – Executive Cadre. Hence there is strong need to examine Contribution of Executive Coaching in the process of Development of Critical Human Capital – Executive Cadre.

In the process of Research, Researcher has made many Observations and attempted to explore some Recommendations to improve contribution of Executive Coaching in the process of Development of Critical Human Capital – Executive Cadre.

Objective of Research

To examination whether deployment of Executive Coaching for Leadership Development contributes towards Development of Critical Human Capital within an organisaiton?

To examination whether deployment of Executive Coaching for Succession Planning Process contributes towards Development of Critical Human Capital within an organisaiton?

To examination whether deployment of Executive Coaching for Performance Improvement contributes towards Development of Critical Human Capital within an organisaiton?

To examination whether deployment of Executive Coaching for Training Executives for Present and Future Roles, contributes towards Development of Critical Human Capital within an organisaiton?

Hypothesis:

Deployment of Executive Coaching for Leadership Development, positively contributes Development of Critical Human Capital within an organisaiton Deployment of Executive

Coaching for Succession Planning Process, positively contributes Development of Critical Human Capital within an organisaiton

Deployment of Executive Coaching for Performance Improvement, positively contributes Development of Critical Human Capital within an organisaiton

Deployment of Executive Coaching for Training for Present and Future Roles, positively contributes Development of Critical Human Capital within an organisaiton

Research Mythology –

Defining Problem – Researcher had some basic concepts about Problem based on his own experience as Senior HR Professional and being CEO/ Executive Coach. However it was felt necessary to define exact Statement of Problems, which enabled Researcher to decide exact scope and limitations of the Research Project.

Literature Survey – Researcher has read various Books, Articles in Professional Journals, Blogs, and Research Papers on the topic of Research to sharpen concepts and knowledge on the subject of Research. List of Books is given at Bibliography section.

Pilot Survey – With objective of validation of Statement of Problem and Hypothesis, Researcher conducted Pilot Survey which consisted of 5 Coachee, 3 Coaches and 3 Sponsorer, The Pilot Survey further strengthened concept clarity and practical scope and limitations of Problem and which helped Researcher to identify exact Hypothesis. .

Finalization of Hypothesis – The Statement of Problem, Literature Survey and Pilot Survey helped Researcher to exactly articulate final Hypothesis which provided guidelines for further process of Researcher.

Drafting of Sample Questionnaire – Researcher decided to collect first hand reliable and accurate Data from the identified Sample. As a methodology, Researcher decided to deploy Questionnaire Method followed by selective personal interviews and Focus Group Discussions. Hence keeping this method, Researcher Drafted Sample Questionnaire to the best of his knowledge and ability.

Pilot of Questionnaire and Interview – With a view to understand experiences, feedback and reactions of the persons filling Questionnaire and Interview, Researcher conducted Pilot of Questionnaire with 3 Coachee, 2 Coaches and 1 Sponsorer. This Pilot has given insight of limited User Experience, which enabled Researcher to reword, rephrase modify and amend certain Questions and Statements in the Questionnaire.

Finalization of Questionnaire – Based on feedback of User Experience through Pilot Survey, Researcher Finalized the Questionnaire. Questionnaire was made shorter, focused and precise to ensure capturing sharp and more reliable responses of Research Survey.

Identification of targeted Sample – Researcher approached 20 organizations in Pune Region, who are known for deploying practice of Executive Coaching for Development of their Executive Cadre for various purposes. Researcher sought permission and support to conduct the Research Survey within their organizations. Out of 20 target Organizations only 7 organizations responded positively and supported the Research Project, with a condition to share final Result/Observations and Recommendations, but not to disclose name of their organizations in the report without their prior permission. 3 Organizations insisted Researcher to sign Non Discloser Agreement and with Confidentiality Clause. 2 Organizations imposed certain restrictions on administration of Questionnaire. 1 Organisaiton objected to face to face interview with Targeted Sample.

Collection of Primary Data through Questionnaire & Interview method – Researcher approached 70 Coachee, 10 Coaches and 5 Sponsorer for participation in the Research Survey. Out of above, 40 Coachee, 8 Coaches and 4 Sponsorer responded to the Questionnaires. Out of above Researcher did not considered Questionnaires of 3 respondents, which were considered to be non-consistent & non-reliable responses.. Researcher could conduct individual Interviews of 12 Coachee, 3 Coaches and 2 Sponsorer and overall 3 Focused Group Discussion of Coachee+ Coach+ Sponsor. Those interventions generated substantial first hand, reliable primary data

Analysis of Primary Data – The Primary Data collected during the process of Research Project was analyzed by using Statistical Methods to understand its strength, reliability and arrive at certain conclusion. The Analytical Statements are placed at Annex of the Research Paper.

Reaching logical conclusion about Hypothesis – The scientific study and statistical analysis provided sufficient and definite ground to reach to logical conclusion about Hypothesis. With varying degree, but all 4 Hypothesis were proved beyond doubt. The same is explained separately in the Report.

Result

Based on the Analysis of Primary Data and based on Feedback of Interview and Focused Group Discussions, it proved beyond doubt as follows:

a. Deployment of Executive Coaching for Leadership Development, positively contributes Development of Critical Human Capital within an organisaiton. Leadership Development Process ensures continuous supply of Executives who can provide Leadership within the Organization in Excellence in Operations, Thought Leadership, Champions of Customer Relationship, and Employee Engagement etc. Those areas are considered to be DNA of the organisaiton. Executive Coaching was found to be very effective to inculcate and develops Executives in those areas of Ethos within organisaiton
b. Deployment of Executive Coaching for Succession Planning Process, positively contributes Development of Critical Human Capital within an organisaiton. Succession Planning for Key Critical Positions is a dire necessity for mitigation of risk of disruption in Business Continuity. After identification of (Immediate, Short

Period, Long Period) Successors, during the process of Grooming them for the identified position, Executive Coaching was considered to be boon for the Coachee. They needed psychological support, help to train their vision to becoming wider to see bigger picture etc.

c. Deployment of Executive Coaching for Performance Improvement, positively contributes Development of Critical Human Capital within an organisaiton. Normally Executive Coaching is utilized to enhance Performance Behavior of SUCESSFUL Executives. However in 2 cases Organization has deployed Executive Coaching for improvement of Performance of Not so successful Executive, to explore possibility of providing helping hand to come out of old Performance Habits. In one case the intervention of Executive Coaching proved very successful and it saved job of the Coachee and Organization saved out of huge embarrassment of potential failure of Top Executive.

d. Deployment of Executive Coaching for Training for Present and Future Roles, positively contributes Development of Critical Human Capital within an organisaiton. It is unfortunate to observe that due to high pressure of growth and vacuum at the Middle and Top, Executives are promoted thought they are partially ready, who struggle to perform in promoted position. Executive Coaching has provide them helping hand to overcome their gap in competencies and absorb new paradigms on new roles.

Observations:

Executive Coaching Practice is introduced in Indian Industrial Society comparatively recently. Hence it has its own limitations of acceptance and rate of success.

There is a challenge to establish its ROI compared to its cost of resources, particularly in absence of accurate measurement of its benefits.

There is also challenge to measure sustenance of benefits of improvement in Performance behavior of Coachee, achieved through Executive Coaching, over period of time.

It is prominently used by MNCs, IT/ITES and Sophisticated Technology companies having substantial profit margins. Its use in Manufacturing and Family Owned Organization is by dismal.

Recommendations:

Executive Coaching Practice, if utilized for Leadership Development, Sucession Planning Process, Improvement in Performance and Training for Present and Future Roles, per se has promising potentials to contribute towards development of Critical Human Capital in an organisaiton. However, the current process, practice and skills, needs to be modified to improve its Effectivity and Utility in Indian Industrial Society, more importantly in following aspects:

a) Improvement in Knowledge, Skill, Process, Practices and Tools and Techniques Executive Coaching Practice.
b) Improvement in Sustainability of the benefits of improved Performance Behavior of Coachee, achieved through Executive Coaching, through better process and practices
c) Improvement in overall awareness about utility of Executive Coaching Intervention for Leadership Development and specific awareness of Sponsorer about realistic expectations from Executive Coaching and their role in the process of Executive Coaching for better results.
d) Improvement in overall awareness and acceptability within the organisaiton to provide conducive environment for better results of Executive Coaching.
e) Improve preparedness of Coachee to be more receptive and cooperative for their own benefits. .

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Embracing Fresh Realities through Customer Satisfaction Audit in Retail Banking

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ABSTRACT:

There has been increasing competitive pressures by retail banks in India since last two decades. The same has encouraged the banks to consolidate their positions to adopt new technology, which were completed by increasing consumer demands with the objective of improving and rendering quality services. Satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceive performance/ outcome to their expectations. Customer satisfaction is the key to the profitability of retail banking and it implies the retention of customers for the long term, which is cheaper than attracting new customers through. The knowledge of current levels of satisfaction benefits the industry to allow them to focus and understand the sales growth and help to embrace fresh realities. Customer satisfaction audit is a comprehensive, systematic, interdependent and periodic examination of customer expectations. It has become the business drivers of these days to embrace fresh realities.

Keywords: Customer Satisfaction Audit, New Business Driver, Fresh Reality, Sales Growth.

In these regards, this research paper measures the satisfaction level of the customer and it also trace the impact of satisfaction on sales growth.

In this research, 100 respondents are taken into account for the study. Data are collected through structured questionnaire and presented with the help of Rating scale from very satisfied -5 to very dissatisfied-1. Collected data are analysed with the help of percentage and cross tabulation method. The area of the research is Wanawadi area in Pune city.

Through this research, it is found that quality service offerings and satisfaction derived from services improve the customer experience and result in enhancement in loyalty, retention and consequently business performance. It also observed that service quality is the key business driver in sales growth and service quality is one of the valuable means in building a competitive position in the service industry by understanding fresh realities through customer satisfaction audit.

INTRODUCTION

Customer satisfaction audit is the key business driver to understand and embrace current/fresh realities. Satisfaction is a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome to their expectations. If the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations, the customer is satisfied.

Customer satisfaction can be judged on the basis of utility/ need / benefits provides to the customer. The most popular view of customer satisfaction in academia is that customer satisfaction is the judgment come out of the comparison of pre–purchase expectations with post purchase evaluation of the product or service experience (Oliver, 1997). Customer satisfaction can result from any dimension (whether or not it is quality related) and its judgments may arise from non-quality issues (e.g. needs, equity, and perceptions of `fairness') and require experience with the service or provider (Taylor et al, 1994; Howard and Sheth, 1969).

Strong linkages have been apparent between service quality dimensions (for example speedy responses to enquiries) and overall customer satisfaction (Anderson and Sullivan, 1993). But much debate arises from whether customer satisfaction is an antecedent of service quality judgements (Bitner, 1990; Parasuraman, et al, 1985) or the other way round (Anderson and Sullivan, 1993; Cronin an`d Taylor, 1992; Taylor et al, 1994).

The foundations of service quality may be viewed from two widely accepted perspectives – the SERVQUAL model and the Technical/Functional Quality Framework (Gronroos, 1983, 1990). SERVQUAL, offers five dimensions of service quality to be evaluated in any service setting; reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman, et al, 1985), and it has been widely used in practice in its original and modified form (Levesque and McDougall, 1996). However, further research has illustrated that there are two overriding dimensions to service quality, the core or outcome aspects and the relational or process aspect of the service (Naser, Jamal and Khatib, 1999). While reliability is largely concerned with the service outcome, tangibles, responsiveness, assurance, and empathy are more concerned with the service process. Customers judge the accuracy and dependability (i.e., reliability) of the delivered service, but they judge the other dimensions as the service is being delivered. It was found that although reliability is the most important dimension in meeting customer expectations, the process dimensions

(especially assurance, responsiveness, and empathy) are most important in exceeding customer expectations (Parasuraman et al, 1991).

Another perspective on service quality is the Technical/Functional Quality perspective originally conceptualized by Gronroos (1983). Technical quality refers to the quality of what is provided while functional quality (process quality) refers to the quality of how it is provided. Technical outcome quality involves the actual competence of the provider and the technical outcome of the product, while this is considered difficult to evaluate due to the lack of knowledge on the part of the consumer, functional quality (or process quality) is more easily judged. Functional quality refers to the delivery of the service. Its elements include items such as courtesy, confidence and attentiveness. These form the basis of the customer's evaluation of the service provided and provider. In banking, this would be judged through an evaluation of the personnel's' efficiency and speed in dealing with problems as well as the opening or closing hours of the bank. Effectively, once technical quality has attained an acceptable level, functional quality becomes more imperative in determining the overall perception of the service (Gronroos ,1983). Due to the relative speed in which innovations in products and other aspects of technical quality of the banking service may be replicated, this is highly indicative of the heightened importance of the functional aspects of the service.

In the final analysis, service quality cannot be separated from the concept of customer satisfaction. Further research has also identified other factors such as customer specific and situational factors as contributing to overall satisfaction (Zeithaml and Bitner, 2000).

The nature or characteristics of the service has been found to influence the relative importance of the drivers of customer satisfaction. For instance, where core service quality (technical qualities) is easier to evaluate it may be a more critical driver of customer satisfaction, on the other hand in services high in credence qualities, functional qualities is suggested as a more critical driver of customer satisfaction (Shemwell, Yavas and Bilgin, 1998). Therefore, elements of customer satisfaction, which may be more important in retail banking, are functional elements.

Literature Review:

Better-quality service offerings enhance the customer experience and result in improvements in loyalty, retention and subsequently sales growth. In this regards, following are the some opinions from available literature:

To survive in highly competitive markets, organizations need to provide services thatyield highly satisfied and loyal customers. (Westbrook and Oliver, 1991)

Satisfied customers are more inclined to be loyal, producing several benefits for Organizations. (Asif and Sargeant, 2000; Hansemark and Albinsson, 2004; Reichheld and Sasser, 1990)

Customer satisfaction is considered to be a key to organisational survival (Jones and Sasser, 1995), as well as increased market share. (Rust et al., 1992) and profitability. (Heskett et al., 1994).

Objectives of the Study:

1. To measure the customer satisfaction level.
2. To find out the impact of satisfaction on sales growth.

Research Design:

For this research, conclusive research method is used wherein causal research procedure is followed with the help of different level of satisfaction and its impact on sales growth.

Data Collection:

Researcher has used Simple Random Sampling method for data collection. The main instrument for data collection is questionnaire. To find the overall satisfaction of the respondents towards the retail banking services was gauged using a five point Rating scale. It consists of scale from very satisfied-5 to very dissatisfied-1.We measure the various items like; branch satisfaction, ATM satisfaction, economic satisfaction and remote service satisfaction.

Data Analysis:

The total sample size is 100 respondents, but out of which 90 were found to have been accurately and completely answered. Data are analyzed by cross tabulation method with the help of percentage drawn from available data.

Scope of the Study:

- It would be beneficial to understand satisfaction level and its relevance to sales growth and would help to embrace fresh realities.
- This study is expected to bring lucidity to the issues of customer satisfaction in retail banking, and help in improving specific parameters of service to enhance overall customer satisfaction.
- This would help the management of the banks to create strategies and action plans to retain their current customers and to attract new customers and embrace fresh opportunities.

Table no. 1-
Satisfaction Audit Criteria and Relative no. of Respondents:

	Parameters/ Determinants	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied
Branch satisfaction	1. Cooperation of staff, 2 .Availability of cash machines, 3. Reliability of cash machines, 4. Personal data Privacy in-branch, 5.QMS(Queue mgmt. service), 6. Air –conditioning in the Branch. 7. Water Dispenser, 8. Clean Floor, 9. Easy access of Services, 10. Working hours, 11. Availability of Suggestion box / Complaint Book	48	25	10	5	2
ATM satisfaction	12. Availability of cash, 13. Cheque drop box availability, 14.Deposit slip availability, 15. Cleanliness, 16. Easy access of ATM services	43	21	10	13	3
Economic satisfaction	17. AQB charges, 18. Overdraft interest rate, 19.Cheque bouncing charges, 20. FD interest rate, 21. Various loan interest rates, 22Service charges,	33	15	10	16	16
Remote Service satisfaction	23. Internet banking, 24. Phone Banking, Mobile Banking SMS Banking 25. Speed of replying to letters, 26. Outstation cheque collection, 27. Payment gateway facility, 28. NEFT/ RTGS 29. Customer care Service	47	21	11	8	3
Average Total		43	21	10	11	6
Average Percentage		46	26	11	10	7

Table no. 2 - The impact of customer satisfaction on sales growth:

Customer Category	**Very satisfied**	**Fairly satisfied**	**Neither**	**Fairly dissatisfied**	**Very dissatisfied**
Average total (From table no.1)	**43**	**21**	**10**	**11**	**6**
No of respondent willing to render the services like: insurance, various accounts, various loans and the like	**39**	**19**	**6**	**4**	**2**
Average Total Percentage	**91**	**90**	**45**	**36**	**30**

Chart showing relationship between satisfaction and willingness to re-render the service.

Findings:

Following fresh realities are revealed:

1. One of the major findings emerges from this study is that overall satisfaction is very high for customers of retail banking.
2. High service quality leads to high customer satisfaction Customers are more satisfied in the parameters of in-branch satisfaction.
3. In-branch satisfaction was found to be the most important factor followed by remote services satisfaction, and ATM satisfaction, and with the least influence by economic satisfaction, because various charges of the bank are most crucial part to satisfy the customer.
4. In terms of influence of satisfaction on sales, it is found that there is immense correlation between satisfactions and re-render the services.
5. Study reveals that satisfaction leads to increase the sales, entire sales growth is dependent on high quality service.
6. Customer satisfaction audit is new age business driver to embrace fresh realities of the business.

Conclusion:

Study revealed that the most important determinant of customer satisfaction was economic factors, which highlighting that various charges and interest rates do determine the overall satisfaction of the customer. Value added services and its quality, reliability, responsiveness, assurance may be able to increase the overall satisfaction of customers in retail banking. In terms of the determinants of satisfaction, it was found that customers were more satisfied with factors in-branch and remote services. These had higher satisfaction ratings compared to ATM services and economic factors. In fact economic factors recorded the lowest mean satisfaction scores. This has important suggestions with regards to areas in various charges and interest rates, which need attention in retail banking to improve marketing outcomes.

Researcher also found that there is immense correlation between satisfactions and re-render the services. Because of superior quality service customer would like to maintain the relation with the bank and in turn they will re-render

more services from the bank. It will help to cross-sale the banking product and will help to gain maximum market share.

As per fresh realities revealed through the research, it can be concluded that customer satisfaction audit is the new age business driver to embrace the recent and fresh realities of the business, which will help to strengthen the opportunities.

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A STUDY OF MARKETING MIX OF HOSPITAL SERVICES

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ABSTRACT

Marketing and all activities connected with it such as advertising were once regarded as loathsome and offensive in a hospital set-up. When marketing was first introduced in hospitals, the impulsive reaction of most people both inside and outside the hospital was one of concentration and disbelief that authorities even contemplated using marketing techniques including in advertising in hospitals. Things have changed however, in recent years. Hospital marketing while slowly coming of age in over country still carries a stigma in the eyes of many hospitals in India. Hospitals need to follow a strategic approach for the achievement of their goals. Being a service organization, services characteristics add too many challenges in the marketing of services. The traditional path followed by manufacturing organizations in marketing planning may not be suitable to the hospitals as consumer (patient) behavior and parameters are different. The traditional marketing mix that was developed, keeping in view the goals of marketing, may also be adapted to hospitals. But the hospitals can not satisfy themselves with the use of traditional marketing mix i.e. product, price, place and promotion. Therefore marketing is a dynamic subject, and a systematic approach is necessary for successfully market the services of hospital. As a first step, the perceptions of different people in the hospital include Doctors, Nurses and Administrative personnel are gathered on product/service, price, place, promotion, people, physical evidence and process of the sample hospitals. The scores have been arrived at by using statistical test of significance known as analysis of variance and by least significant difference test.

Key words: Marketing, healthcare, hospital, and P's of marketing

INTRODUCTION

Health care services are becoming more significant today than ever before in India. This may be attributed to some extent to the ongoing liberalized process. Along with the growth of the industry and services, the demand for health care is also increasing. But what is of concern to the average Indian is prohibitive cost of this care. India has made rapid strides in the health sector since independence; but critical health issues remain same.

India has perhaps the world's largest community based tradition of indigenous system of medicine. Every rural community has its own local health tradition, using thousands of medicinal plants for medical purpose. Millions of people use home-based remedies. The classical systems include: Ayurveda, Sidha, Tibetan medicine, Unani and Homeopathy. Some of these ancient most practices depend on a codified system of knowledge, some documentation, and the other on institutions of teaching, research and manufacture. On the whole, the Medical practice is not largely institutionalized.

The traditional concept of managing the hospital services cannot serve our purpose, like corporate management. The hospital management also insists on time- honored structural transformation in the management cadre. The application of modern marketing principles would pave the way for rationalizing the services, standardizing the services offered, optimizing the fee structure, and promoting the services with the help of sophisticated communication devices. This would open doors for channeling the services. In developing countries like India the cases of marketing deficiencies are found in almost all the corporate hospitals.

Marketing in hospitals:

Today, most hospitals administrators would acknowledge that the well-being of their organization depends upon the attraction of resources to enable hospitals to meet the historical goals of patient care, teaching and research. Attraction of the necessary resources and acceptance on the part of various publics of the hospital that the organization has attained its goals are vital to the long-term survival of the institution. The administrators of the institutions, be it a private or government can promote the services of hospital. Normally, promotion of hospital services would be viewed as not desirable since marketing is viewed as a commercial activity to propagate certain services, manipulate attitudes and emotions, and convince a customer to buy or consume services keeping in view the interests of the promoter.

In the health industry, promotion of health services by the professional through advertising or other means is considered unethical and unprofessional. However, like any other institution, the hospital has to function in an

increasingly competitive health industry. Therefore it can initiate several programmers and activities for promotion of services-whether paid or free.

The term marketing has been widely misunderstood by the hospital administrators and professionals. Most commonly it has been viewed as a glorified version of public relations. A second area sometimes confused with marketing is fundraising or development. All these areas tend to be promotional in nature, again demonstrating the tendency for hospitals to define marketing in terms of selling, informing, advertising, and image making.

In fact, if the appropriate products and services are offered, and pricing, distributing, and promoting them is done effectively, these goods and services will sell very easily without requiring an intense amount of promotion and hard sell. Therefore -The aim of marketing is to make selling superfluous. To survive and succeed, hospital must know their markets, attract sufficient resources, convert these resources, into appropriate products, services, and ideas, and effectively distribute them to various consuming publics. The modern hospital relies mainly on offering and exchanging values with different parties to elicit their co-operation. The modern hospitals rely on exchange mechanisms to achieve their goals.

Marketing is to help organizations ensure survival, contained health and the flexibility necessary to operate in a regulated environment through serving their markets more effectively. Marketing relies on designing the organization‘s offerings in terms of the targets. Marketing utilizes and blends a set of tools called the marketing mix-product/services design, pricing, communication, and distribution.

REVIEW OF LITERATURE:

Naidu G.M et al in there article titled How marketing oriented are hospital in a declining market? Focuses on the role, value and actual implementation of marketing within health care institutions. A structural equations modeling approach By P.S.Raju et al in there article examines the relation between market orientation and organizational performance in the hospital industry. One unique future of this study is that both market orientation and performance are conceptualized as being multi-dimensional constructs. This study used the technique of structural equation modeling (SEM) is used to examine the relationship. Analyses were based on market orientation and performance, data obtained from 175 hospitals in a five state region of the United States. They found out multi-dimensional nature of both market orientation and performance and, the strong relationship constructs. Interestingly this relationship is found to be much stronger for smaller hospitals than for larger hospitals.

Does marketing relate to hospital profitability? By Mc Dermott et al there article examines the relationship of marketing activities of hospitals including the use of market intelligence activities, interventional coordination activities, and organizational responsiveness activities to financial performance. The results suggest that it would be variable to hospital marketing managers to adopt a data driven, proactive management style that incorporates a teamwork emphasis to improve the financial performance of the hospital.

Market orientation in the hospital industry by Bhuian, Shahid N; Abdul-Gades, Abdallahthis article discusses the concept market orientation as applied in the hospital industry. The purpose of this study was to systematically develop and assess a scale of market orientation for the hospital industry using an updated paradigm for scale development.

OBJECTIVES OF THE STUDY:

1. To study the growth and working of hospitals.
2. To analyze the 7P‘s of marketing mix (Product, Price, Place, Promotion, People, Physical Evidence and Process) in selected hospitals.
3. To study the perceptions of administrative, doctors and nursing staff.

HYPOTHESIS:

1. The perceptions of the doctors, nursing staff and administrative personnel in the hospitals are indistinguishable with respect to the (Product/Service, Price, Place, Promotion, People, Physical Evidence and Process) marketing of their services.
2. The perceptions of the patients in the two hospitals are indistinguishable with respect to the (Admission, Comfort, Food Facilities, Care, Business Office and Discharge) performance of the hospitals.
3. The hospitals that serve on the principles of marketing can gain better patient satisfaction
.

RESEARCH METHODOLOGY:

The present study is an attempt to probe into private health care and examine the performance of each hospital in marketing their services. Private in this study refers to the corporate sector; therefore the scope is limited to private hospitals only.

Selection of Sample Hospitals

The researcher has selected two different hospitals in Pune city. They are Aditya Birla Memorial Hospital and Columbia Asia Hospital. They run on modern scientific and high tech lines, under the control of private management.

Collection of Data

The data has been collected from both sources i.e. primary and secondary. For collection of data from primary sources, efforts were made to elicit the opinions of almost all personnel in the organizations through observation, personal interviews, questionnaires and schedules. In this context it is proposed to distribute two types of questionnaires and each type carries two parts.

Sample Size

Non probability- Purposive sampling was used for sampling. From Columbia Asia Hospital &Aditya Birla Memorial Hospital, 75 doctorseach were selected. Nursing staff 150 each fromAditya Birla Memorial Hospital & Columbia Asia Hospital. 35 administrative personnel each wasselected from Aditya Birla Memorial Hospital & Columbia Asia Hospital for final analysis.

Research Design

The study is mostly exploratory in nature and it aims at explaining how far the marketing useful in the present situation to the hospitals.

Methodology for Data Analysis

Data was analyzed by applying ANOVA to know whether the perceptions of respondents are indistinguishable or not with respect to the 7P‘s of marketing services of sample hospitals..

DATA ANALYSIS & FINDINGS:

The objective of this study is to analyze the marketing mix (7P‘s) and how far this tool useful in the present situations and compare the hospitals which run under different managements.

To know the 7P‘s (Product, Price, Place, Promotion, People, Physical Evidence and Process) of the concern hospital in marketing their services differ significantly among themselves with respect to the average scores of the responses. For this responses are mixed over all the announced categories of heads and are analyzed by the statistical technique i.e. ANOVA (Analysis of Variance) in a one way classified data followed by corresponding Least Significant Difference Test‘ (<0.05) which are indicated by*.Later the averages are ranked in ascending order. This is to know the key element of marketing mix among 7P‘s in perception of respondent for effective marketing of their hospital services.

Following table represents the statistical analysis of data collected from doctors, nurses, administrative personnel of Aditya Birla Memorial Hospital andColumbia Asia Hospital

Consolidated Statistical Result

Category→ 7P‘s ↓	Aditya Birla Memorial Hospital			Columbia Asia Hospital		
	* Doctors (1)	* Nurses (2)	* Administrative Personnel (3)	* Doctors (4)	* Nurses (5)	* Administrative Personnel (6)
Product	2.3479 (3)	2.1366 (1)	1.9871	2.4286 (3)	1.9493 (1)	2.0228(4)
Price	3.1110 (7)	3.0866 (7)	2.1952	3.3266 (7)	3.0211(7)	2.738(7)
Place	2.7999 (6)	2.7694 (6)	2.555	3.0171 (6)	2.7714(6)	2.5265(6)
Promotion	2.6644 (5)	2.3977 (4)	1.9237	2.7333 (5)	2.2555(4)	1.8904(3)
People	2.2518 (1)	2.1792 (2)	2.0666	2.1466 (2)	2.0229(2)	1.8729(2)
Physical evidence	2.2599 (2)	2.2646 (3)	2.0399	2.1253 (1)	2.0706(3)	1.8171(1)
Process	2.5110 (4)	2.6533 (5)	2.3523	2.6133 (4)	2.6777(5)	2.4237(5)

* The ANOVA gave significant difference between the means of the 7P‘s.

The above Table representing the 7P‘s differ significantly among themselves with respect to the average scores of the responses provided by them in 1,2,4,5 and 6. The ANOVA gave significant difference between the means of the

7P‘s (Product, Price, Place, Promotion, People, Physical Evidence and Process) of marketing services. The figures in the brackets parenthesis indicate the rank of the corresponding mean in the ascending order. The column with no-star represents, the average respondents of administrative personnel in Aditya Birla Memorial Hospital hospital are not differing much in the 7P‘s i.e. the respondents have rated them as equally strong without much distinction of one from the remaining. As none of them is more than 3, there is no evidence of any disagreement. At the same time no neutrality also.

The average P (People) with rank 1 is strongly agreeable from the respondents point of view namely doctors of the Aditya Birla Memorial Hospital hospital followed by rank 2,3,4,5,6 and 7 respectively.

The average P (product) with rank 1 is strongly agreeable from the respondents point of view namely nurses of the Aditya Birla Memorial Hospital hospital followed by rank 2,3,4,5,6 and 7 respectively.

The average P (physical evidence) with rank 1 is strongly agreeable from the respondents point of view namely doctors of the Columbia Asia Hospital hospital followed by rank 2,3,4,5,6 and 7 respectively.

The average P (product) with rank 1 is strongly agreeable from the respondents point of view namely nurses of the Columbia Asia Hospital hospital followed by rank 2,3,4,5,6 and 7 respectively.

The average P (physical evidence) with rank 1 is strongly agreeable from the respondent’s point of view namely administrative personnel followed by rank 2, 3,4,5,6 and 7 respectively.

The statistical analysis and the conclusions revealed that the 7P‘s from the hospitals people side, the responses have given a relative rating of the 7P‘s in five out of six cases leading to a particular P being strongly agreeable, a particular P is just agreeable. Therefore respondents with a long term attachment with an organization can better distinguish the organization aspects than those who just stay for short while and leave.

CONCLUSIONS:

The management of a hospital is found significant to deliver services to the society. For a successful marketing of services, it is essential that the concerned organization is professionally sound. This helps the hospital in many ways, such as an increase in the organizational potentials to show excellence, a strong base for serving the poorer sections and a favorable nexus for making it an on-going process.

The first and foremost task before a marketer is to satisfy the users by making available to them the quality services. We cannot deny the fact that in the Medicare services in addition to the medical aid, a number of other factors also play a significant role. If the doctors and nurses are found soft, sympathetic, and decent to the patients, the time-lag for curing a patient is minimized fantastically. Of course the medical aid play a pivotal role but the supportive services also play an incremental role without which the duration of treatment is increased considerably. In the Indian perspective, the core medical personnel lack this dimension. By marketing Medicare services, we engineer a strong foundation for both i.e. the best possible medical aid and a personal touch-in-service.

By marketing medical services we mean making available the Medicare services to the users in such a way that they get quality services at the reasonable fee structure. The marketing principles focus on making available the services even to those segments of the society who are not in a position to pay for the services.

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"Attitudes Of Young Consumers Towards Sms Advertising"

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ABSTRACT:

Advertisers have to be more creative in the formulation of advertisements and selection of advertising mediums so as to gain the attention of their target market. The need to create new mediums for advertising has lead to the creation of new-age media such as inter alia, short message service (SMS) advertising. Before this medium can be effectively used to reach South African consumers, the attitude of consumers towards SMS advertisements need to be determined. This study therefore focuses on determining the perceptions of the younger consumer segment towards SMS advertisements. It is expected that this segment, due to their changing consumer behaviour and media habits, will be the future focus of a great deal of SMS advertising campaigns. Quota sampling was done in a large university and self-administered questionnaires were completed by 198 respondents.

It was found that consumers' perceptions of the entertainment value, informativeness and credibility of SMS advertisements are positively correlated to consumers' overall attitudes towards SMS advertisements. The study further found consumers' perceptions of the irritation aspect of SMS advertisements is negatively correlated with consumers' attitudes towards SMS advertisements. Consumers have generally negative overall attitudes towards SMS advertisements and it must be cautiously used when attempting to gain the attention of a younger segment of consumers. Permission-based marketing, the sending of SMS advertisements to only those who have agreed to receive promotional information, is an important element for the success of SMS advertising.

Key words: SMS, advertisement, consumer, organization.

Introduction:

Organizations today operate in an environment that is characterized by constant change and an increase in competition as a result of globalization. Zyman and Brott (2002:31) suggest that the biggest change in the market place is that consumers have a greater selection with regards to products and services and those organizations should become more conscious of their advertising efforts. Organizations now view advertising as an investment and tend to value over-communication with consumers, resulting in greater budgets for advertising departments than in the past.

Technological advancements have provided various new mediums for advertising to consumers and have further allowed for organizations to better reach consumers with regards to the frequency and impact of advertising .These advances in technology, combined with the market place's need to increase advertising to consumers, has led to the fact that "Advertising is everywhere" .The constant exposure to advertising might cause consumers to become immune to advertising. Advertisers have to be more creative in the formulation of advertisements and selection of advertising mediums so as to gain the attention of their target market. This need to create new mediums for advertising has led to the creation of new-age media such as: the internet, which includes electronic-mail (e-mail) and websites; wireless application protocol (WAP); voice-over internet protocol (VoIP) and cellular technology and short message service (SMS). WAP is a wireless system that allows users to access the internet using their cell phones. VoIP involves the sending of voice messages over the internet.

Literature Review

SMS advertising

When defining SMS advertising, it is first necessary to analyze the definition of mobile marketing as this definition may in part apply to the definition of SMS advertising. Dickinger et al. (2004:2) define mobile marketing as "Using interactive wireless media to provide customers with time and location sensitive, personalized information that promotes goods, services and ideas, thereby gene-rating value for all stakeholders." Mobile marketing is based upon sending information to consumers using either SMS or MMS (Multimedia Message Service) .It can therefore be assumed that mobile marketing involves some degree of SMS advertising with the latter being a component of mobile marketing. For the purpose of this study, SMS advertising will be defined as "Using short message service (SMS), sent to consumers' cell phones, to provide consumers with time and location sensitive information that promotes goods, services and ideas, thereby gene-rating value for all stakeholders".

Studies have highlighted a vast number of advantages of SMS advertising and includes that this medium allows for real-time communication with consumers anytime and anywhere (Tsang et al., 2004: 68). SMS advertising also increases the probability that the advertisement reaches the target market as consumers generally have only one cell phone which is very personal in nature and carried around with them at all times.

SMS advertising is the only channel relevant for recipients when on the move and is a great benefit for targeting young consumers who often have active lifestyles and are not exposed to the more traditional advertising channels .The younger generation of consumers has also been quicker than older generations in learning to use and adapt to new technologies such as the internet and cell phones.

Another benefit of SMS advertising is that, if effectively planned, an SMS advertising campaign is low in cost. The low cost of SMS advertising is amplified by the ability of this medium to target and provide specific customers with relevant information and obtain a high response rate among recipients of the message and reduce wastage

Consumer attitudes

This study focuses on determining consumer attitudes towards SMS advertisements and it is surmised that the attitudes towards SMS advertisements will affect both the success of SMS advertising campaigns and the purchase intentions of consumers who receive SMS advertisements. It was illustrated by Andersson and Nilsson (2000: 18) that SMS advertisements and the SMS advertising medium, in general, will affect the attainment of the advertising campaign objectives. Consumer attitudes consist of three components that is cognition, affect and conation according to Du Plessis and Rousseau (2007: 194-197). For the purposes of this study the first component is applicable.

Hypotheses:

Entertainment

H_1: Consumers' perceptions of the value of entertainment of SMS advertisements are positively correlated to consumers' overall attitudes towards SMS advertising.

In formativeness

H_2: Consumers' perceptions of the in formativeness of SMS advertisements are positively correlated to consumers' overall attitudes towards SMS advertisements.

Methodology:

Sample

The target population for the study consisted of full-time registered undergraduate students at a large university in Gauteng. As the study made use of quota sampling, the above mentioned target population was subdivided into an equal proportion of male and female students. The realized sample was 200 students who own a cell phone and have in the past received an SMS advertisement from an organization advertising a product or service.

The use of a student sample is often criticized by researchers who believe that such a sample is not representative of the greater market of general consumers .The use of a student sample for this study is justified as experts agree that SMS advertising is an ideal medium for reaching younger consumers .

With the use of quota sampling, the researcher selected respondents outside of the lecture halls provided they met the quota criteria and requirements as stated for the target population of the study.

Measuring instrument

A pre-tested self-administered questionnaire was used. The entertainment, in formativeness and irritation scales used in the study were adapted from ducoffe's (1996: 28) study of consumer attitudes towards advertising on the World Wide Web. The credibility scale was adapted from the scale developed by brackett and carr (2001: 25) in the study of consumer attitudes towards web advertising. For the purpose of this study the wording of scale items was slightly adapted to be more in line with consumer attitudes towards sms advertising. A five-point likert-type scale, labelled from (1-strongly disagree) to (5-strongly agree) was used and no items were reverse scored.

Table 1. Cronbach's alpha values for the constructs.

Construct	Cronbach'salpha
Entertainment	0.91
Informativeness	0.84
Irritation	0.81
Credibility	0.78

Table 2. Number of SMS messages sent and received by respondents

Number of SMS messages	Sent (%)	Received (%)
Between 1 and 5	37.9	35.9
Between 6 and 10	25.8	31.3
Between 11 and 15	18.1	16.7
More than 15	18.2	16.1
TOTAL (198 respondents)	100	100

Table 3. Results of spearman's rank order correlation – hypothesis 1.

			Entertainment value
Spearman's rho	Overall Attitude	Correlation Coefficient	.671(**)
		Sig. (1-tailed)	.000
		N	200

Table 4. Results of spearman's rank order correlation – hypothesis 2.

			Irritation
Spearman's rho	Overall Attitude	Correlation Coefficient	-.547(**)
		Sig. (1-tailed)	.000
		N	200

Results

Reliability

The Cronbach's alpha values for the constructs are summarized in Table 1. As can be seen in Table 1 all the Cronbach's Alpha values are higher than the acceptable level of internal consistency (.70). In Table 2 the number of SMS messages sent and received by the respondents is illustrated (per day). The findings in Table 2 suggest that the respondents are involved to a great extent with the SMS communication function of their cell phones and are experienced with the usage of cell phones and, more specifically, the SMS function. The findings imply that respondents, through their high level of involvement with their cell phones, depend on cell phones as a means of communicating with friends, family and possibly advertisers.

Hypotheses Tests:

The first hypothesis (H_1) investigated whether or not there is a positive correlation between consumers' perceptions of the entertainment value of SMS advertisements and consumers' overall attitudes towards SMS advertisements.

Hypothesis 1 was tested using the non-parametric test, Spearman's Rank Order correlation at a 95 percent level of confidence. Table 3 indicates the result of the hypothesis test.

The resulting p-value ($p < 0.001$) is less than 0.05 and therefore the hypothesis can be accepted. There is therefore a positive correlation between consumers'

Hypotheses tests:

The assumption of normality was assessed through the Kolmogorov-Smirnov test. Tests for normality were also assessed through a visual examination of histograms and Hypothesis 3 is concerned with testing whether or not there is a positive correlation between consumers' perceptions of the irritation of SMS advertisements and consumers' overall attitudes towards SMS advertisements. Spearman's Rank Order Correlation was used to test the hypothesis and the results are displayed in Table 5.

The p-value ($p<0.001$) is significant at the 0,05 level and the alternative hypothesis can be accepted. The coefficient of determination ($r^2= 0.2992$) implies that nearly 30% of the variance in consumers' attitudes towards SMS advertisements can be explained by the variation in consumers' perceptions of the irritation of SMS advertisements.

Hypothesis 4 is concerned with testing whether or not there is a positive correlation between consumers' perceptions of the credibility of SMS advertisements and consumers' overall attitudes towards SMS advertisements. Table 6 shows the results of the Spearman's Rank Order Correlation which was used to test the hypothesis.

The p-value ($p<0.001$) calculated for the test is significant at a 95% level of confidence ($p<0.05$). The hypothesis can therefore be accepted. The coefficient of determination ($r^2 = 0.2034$) implies that, although there is a positive correlation between consumers' perception of the credibility of SMS advertisements and consumers' overall attitudes towards SMS advertisements, the strength between the two constructs is very weak .

The results of the hypotheses tests indicated that consumers' perceptions of the entertainment value, in formativeness and credibility of SMS advertisements are positively correlated with the consumer attitudes towards SMS advertisements. This is consistent with the findings of Tsang et al. (2004: 71) in their study of consumer attitudes towards SMS advertisements. A major finding is that consumers have fairly negative attitudes towards SMS advertisements.

Limitations

The study is limited by the fact that a relatively small sample of participants (n=200) were selected using non-probability sampling. This limitation makes it difficult to generalise and apply the findings of this study to the entire

population of young South Africans (Cooper and)

Conclusion

1. Marketers need to understand the target audience for SMS advertising campaign and send messages to consumers whereby the language and content of the SMS advertisement is in unison with the target audience's profile and expectations.
2. Although consumers have neutral perceptions of the in formativeness of SMS advertisements, consumers disagreed that SMS advertisements supplied relevant information. \
3. Marketers need to further ensure that they send only relevant information to targeted consumers.
4. Consumers value SMS advertisements that are short, straight to the point and concern information that is relevant to their interests.
5. Marketers can also create cryptic messages that stimulate the curiosity of those who receive the SMS advertisement.

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Ethics In Marketing Practices – Issues

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ABSTRACT :

The **English word 'Ethics'** has originated from the **Greek word 'Ethos'** which means the manners or the character. Ethics focuses on standards, rules and code of conduct governing the behavior of individuals and groups of individuals. Ethico-Moral human actions are closely and basically related to varying human thoughts initiated, implemented and dominated by the human character exhibited through social behavior.

Overall adoption of ethics is a matter of concern although they are partially followed by some of the business houses. As per the **Vedantic Outline of Ethical Vision given by Prof. S. K. Chakraborty** in **Vedas, Upanishads, Smrutis, Ramayana, Mahabharata and Kautilya's Arthaashastra**, there are references to the different diversions of individual and social norms and ethical behavior at appropriate places.

American Marketing Association commits itself for promoting the highest standards of **Professional and Ethical Norms and Values for its members.** They broadly include performance of marketing activities with Honesty, Sincerity, Courtesy and Integrity, Timely discharge of their Duties and Responsibilities, Maintenance of Harmonious Organizational Relationships, Conduct of Business in a manner conducive to build Consumer Loyalty, Evasion of indulging in Harmful or Anti-social Activities and Activities against Public Welfare or Policy, etc.

Unethical Marketing Practices relate to different broad areas of Marketing like Market Segmentation, Target Marketing, Product or Service Positioning, Marketing Mix, etc. Before concluding any behavior or line of action as ethical or unethical, the concept of Society, with reference to which a decision is to be taken, should be well defined, because the social norms change from society to society.

In this paper, at the start, there is an attempt to develop the Conceptual Understanding of Ethics followed by the study of prevailing Marketing Practices.

Introduction –

The English word 'Ethics' has originated from the Greek word 'Ethos' which literally means the manners or the character. Moreover, in Latin it is called as 'Ethicus.' Also, in one restrictive sense, it is interpreted as a synonym of the word 'Morality', which means that it is that branch of Philosophy which deals with Moral Principles. However, strictly technically speaking, the two words namely 'Ethics' and 'Morality' have different meanings especially in respect of their Practical Scope as well as Social Applicability.

Fundamentally, **Ethics focuses on Standards, Rules and Code of Conduct governing the behavior of individuals and groups of individuals**. Morality is primarily concerned with relative good or bad and right or wrong human behavior in a given situation. In other words, **Ethico-Moral human actions are closely and basically related to varying human thoughts initiated, implemented and dominated by the human character which is exhibited through social behavior.**

Rationale of the Research Paper -

In general, it is commented, now-a-days, in practice, that Ethics are not followed in Business, Marketing field, too, is no exception. On this background, indeed, it seems to be the burning need of the hour to ascertain the truth behind this comment. **In this paper, at the start, there is an attempt to understand the Concept of Business Ethics followed by the identification of issues in prevailing Marketing Practices.**

Research Paper Objectives –

1. To Understand concept of Business Ethics
2. To Identify the Issues in Marketing Practices

Research Paper Scope –

The Scope of this Research Paper extends to the Understanding of the concept of Business Ethics and thereafter identification of the issues in Marketing Practices.

Research Paper Methodology –

1. Review of pertinent Literature was done through several Books and significant Websites (Secondary Data) in order to Understand the concept of Business Ethics and to identify different issues prevailing in Marketing Practices.

3. The Research Paper is exclusively based on the Secondary Data.

Sources of Data –

The sources, of Secondary Data which are related with the concept of Business Ethics and different issues in Marketing Practices, for this Research Paper, include several Books , a relevant Website and a Research Paper, the details of which are mentioned in the section of Categorized Bibliography at the end of this Research Paper.

Concept of Ethics -

The **Oxford dictionary** describes the word 'Ethics' as the 'Moral Principles that govern or influence a person's behavior'. The word 'Moral' is concerned with the principles of right or good and wrong or bad human behavior. After learning the definition of the word 'Ethics' , as mentioned above, some unanswered and unavoidable questions do crop up. What is right? What is wrong? What is good? What is bad? What is correct? What is incorrect? Who would decide as to what is good or bad or right or wrong? Therefore, it is not only personal but also relative concept. Furthermore, what is right is good, always. But, what is not right which may be bad may not be wrong, always, as it may be right in some situation. Value system of right and wrong or good or bad, honesty or dishonesty, just or unjust, equitable or inequitable is, in fact, the real or actual practical base for smooth and satisfactory working of a business. Overall adoption of ethics is, indeed, a matter of great concern although they are partially followed by some of the reputed business houses.

In a book titled, **'Ethics in Business' authored by T. Baumhart,** it is stated that Ethical means confirming to the principles of human conduct or it also means according to common usage. Moreover, the words like just or honest are interpreted synonymous with the word 'Ethical.' Ethical standards are basically the ideals or the guiding principles of human conduct. Every society, religion or Institution has its own Ethical standards or Moral values. As per the **Vedantic Outline of Ethical Vision given by Prof. S. K. Chakraborty** – one of the recognized authorities on the topics of Ethics and Management, in **Vedas, Upanishads, Smrutis, Ramayana Mahabharata and Kautilya's Arthaashastra**, there are references to the different diversions of individual and social norms and ethical behavior at appropriate places.

In the words of **Kenneth Kernaghan,** Ethics is concerned not only with distinguishing right from wrong and good from bad but also with commitment to do what is right or what is good. The concept of Ethics is inextricably linked to that of value, that is, an enduring belief that influences the choices we make from among available means and ends. Ethics is the philosophic science which establishes the right or moral order of human acts, that is, in the light of first principles, Ethics establishes the absolutely necessary norms of free acts whose realization in practice truly makes us men. Ethics is the art of human living and its result should be ease in being a good man in every circumstance.

As a matter of fact, those people who do not intend to adhere to any particular set of Moral Codes, Standards or Practices invariably keep on fluctuating the definition, description, interpretation, narration, implication or reflection of Morality on a continuum of excellent to worse or absolutely right to certainly wrong. They justify their actions, reactions, inactions or counter actions by emphasizing that nothing is actually right or wrong, and good or bad. But, it is, indeed, one's thinking which converts good into bad, bad into good, right into wrong and wrong into right. Further, they held specific situations highly responsible for any piece of human behavior, either in the form of an action, reaction, inaction or counter action. Besides, they lay more emphasis on the interpretation and reflection of their behavior and not, at all, on their own behavior. In other words, they perceive that their behavior is proper, yet its interpretation or reflection is improper.

At the same time, it is true that human views and opinions are bound to vary from place to place, culture to culture and time to time. However, some significant values such as Justice, Equity, Commitment, Fairness, Integrity, to mention a few, are not only Universal but also eternal in their practical nature, irrespective of human habitation, culture and time. At this juncture, a plain fact is, no doubt, needed to be acknowledged over here that there are some principles and values which are primitive, traditional or old fashioned in their nature, which have surely stood the tough test of time, still, they are certainly not, at all, obsolete or outdated as they are needed to be adapted in almost every walk of life, whether personal or professional.

A certain set of values and principles does not turn ideal, model, good or correct, simply because it is accepted or abided by a majority of people belonging to a specific society or fraternity. The history has proved beyond a shadow of reasonable doubt, time and again, that a society without certain set of values and principles is a self-destructing society. It is analogous with the situation, of freedom without discipline, which subsequently leads to self-destruction. Thus, it is worthwhile to note that the values and the principles are objective and not, at all, subjective. Otherwise, no wrong doer would ever get punished for his crime, quite proportionately, as he would either not be punished or he would be barbarically punished. This narration implies that a society is looked at as either good or bad strictly depending upon the ethical values of individuals residing within and representing and forming the part of the society.

Marketing Ethics -

As a matter of fact, Ethics in Marketing is neither a different practical concept, as such, nor it suggests performance of functions of Marketing in a different style. But, simply it means performance of marketing functions with standard norms in order to achieve the ultimate ends through a sound means.

Ethical Norms and Values for Marketers -

Moreover, **American Marketing Association (A. M. A.)** commits itself for promoting the highest standards of **Professional and Ethical Norms and Values for its members.** In fact, **Norms** are that **Established Standards of Conduct** which are expected and maintained not only by the Professional Organizations but also by the Society at large, within the parameters of which these Organizations actually operate. At the same time, **Values** represent the **Collective Conception** of what the public, in general, find desirable, significant as well as morally right or correct or good or proper. They serve as the criteria or the yardstick for evaluating the actions of the Marketers.

Furthermore, the marketers should necessarily realize that they not only serve their enterprises but also act as stewards of society in creating, facilitating and executing the efficient and effective transactions which are the part of the Indian Economy. While performing this role, the marketers must adhere to and communicate the highest Ethical Norms of practicing Professional and Ethical Values implied by their responsibility towards their stakeholders, that is, Customers (external), Employees(Internal Customers), Investors, Channel Partners, Regulators, etc.)

All in all, Ethical Norms and Values for Marketers broadly include performance of marketing activities with the Exhibition of the highest degree of Honesty, Sincerity, Courtesy and Integrity, Timely discharge of their Duties and Responsibilities, quite satisfactorily and especially, empathetically, Maintenance of Harmonious Organizational Relationships, Conduct of Business in a manner conducive to build Long-term Consumer Loyalty, Evasion of indulging in Harmful or Anti-social Activities and allied Activities against Public Welfare or Public Policy, etc.

Ethics in Marketing Practices -

In general, in almost all the Seminars, Workshops and Conferences featuring the theme of Marketing Ethics, indeed, one of the very common points discussed, deliberated and commented, quite loudly, is that whether or not Ethics exist in Marketing Practices. Almost all the marketers barring a few respected exceptions claim that their all Marketing Practices are Ethical. However, the practical Observations and Experiences do not, at all, support the same contention on the part of the Marketers. On the contrary, several Unethical Practices are observed and experienced, quite frequently, in society.

Unethical Marketing Practices relate to different broad areas of Marketing. For example, **Market Segmentation, Target Marketing, Product or Service Positioning, Marketing Mix,** to mention a few.

Let us discuss various unethical practices related to different ingredients of **Marketing Mix** that is, **Product, Price, Place and Promotion,** in the following lines.

The Ethical Practices related to **'Product'** broadly include different issues related to Quality of the Product, Safety of the Product, Packaging of the Product, Branding of the Product, Warranties related to the Product, either Expressed or Implied, Fair Packaging and Labeling, Pollution, etc.

The Ethical Practices related to **'Price'** broadly cover various issues concerned with Price Fixation, Price Skimming, Price Discrimination, Variable Pricing, Predatory Pricing, Price Gouging, Duping Price Policy, Price War, etc.

The Ethical Practices related to **'Place'** broadly cover several issues regarding Collusion, Territorial Restrictions, Tying, Dual Distribution, Preferential Treatment or Secretive Behavior, Full Line Forcing, Refusal to Deal, Exclusive Dealing, Dumping, Price Maintenance, Predatory Competition, etc.

The Ethical Practices related to **'Promotion'** broadly include a number of issues related to Excessive Buying, Over Emphasis on Materialism, Unreasonable or Exorbitant Price Fixation (in order to recover Promotional Cost), Perpetuation of Traditional Promotional Styles, Offensive Advertisements, Advertisements related to Children and Bad Habits, Unfair Trade Tactics and Practices, Deceptive Advertisement, Misleading or Misrepresenting Advertisement, Acrimonious Advertising, Anti-Professional Advertisement, Sales Executives' Persuasion Skills and Pressure Tactics, Promotional Allowances, Bribery, etc.

Inference -

Whenever there reaches a dilemma or confusion whether or not a particular piece of behavior or a specific line of action in the field of Marketing is ethical or unethical, a reference may be made to the accepted, recognized or penetrated norms of a particular Trade, Business, Profession or Vocation. If the chosen behavior is consistent with such norms, it can comfortably be considered as ethical simply because no Trade, Business, Profession or Vocation can really survive for very long time with unethical practices. However, before concluding any behavior or line of action as either ethical or unethical, the concept of Society, with reference to which a decision is to be arrived at, should be well defined, because the social norms change from society to society.

Research Paper Limitations –

Like every other Research Paper, this Research Paper also proceeds with the following limitations.

1. Various views formed and opinions expressed by the Researcher in this paper are personal in nature. As a result, some sort of disagreement with either some or all the views and opinions is possible.
2. For the purpose of Academic Discussion in this Research Paper, only four ingredients of Marketing Mix, viz., Product, Price, Place and Promotion are considered for Ethical or Unethical considerations for want of length.

Categorized Bibliography -

A. Books –

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"Realigning Distribution Strategies For Effective Marketing Operations Of A Business"

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ABSTRACT:

In a competitive market, particularly in consumer goods market like Tropicana product, distribution channels have a distinct role in the successful implementation of marketing plans and strategies. The channel members perform the following marketing functions m the operations of distribution, which are very important. They have:

(i) To search out for buyers and sellers,
(ii) To match goods to the requirements of the market,
(iii) To persuade and influence the prospective buyers.
(iv) To provide feedback information, marketing intelligence and idles forecasting services for their regions to their suppliers,
(v) To participate actively in the creation and establishment of market for the products.

Developing a distribution model involves integrating channel members and network coverage. Channel members play an important role in the distribution system in any industry. Therefore, to design an effective distribution system, the understanding of market dynamics and the needs of customers are very much important.

The study on developing the distribution strategies for Tropicana started with the market mapping in Kanchrapara and Kalyani, West Bengal This study also provides insight into the current market offerings in the juice segment and consumer perception regarding the same. This has helped to identify the strong and weak areas with respect to juice segment. Therefore, this study would be helpful to the marketing managers to cover and penetrate in other market areas and also give so me light in developing suitable distribution strategies at the time of marketing their products.

Key Words: Introduction, Objective of the Study, Hypothesis, Image & Emotional Marketing, Suggestions, Conclusion, References

Introduction:

The current Marketing trends such as shortening product life cycles, collaborative e-business and the more to out source business process require organization to establish improve collaboration with their supplier has -Global firm have to lake into account institutional, cultural and psychological differences between parent company host countries to make sensible decisions in the key areas of Marketing Strategies. Companies have tried several paths to growth cost & price cutting, aggressive price increase, international expansion, acquisition & new products each have problems. Price cuts are usually matched & neutralized. Price in crease is difficult to pass on during. Sluggish economic times most international markets Eire now highly competitive or protect. Company acquisitions are expensive & have not proven very profitable. And the number of new products winners arc few. After globalization it is very difficult to survive In the market. If you don't have quality perhaps you may be out.

Objective of the Study :

1) To achieve growth requires developing a growth mentality in the company's personnel and partners.
2) To watch for needs not begin currently satisfied.
3) Instead of starting from the Company's current products & competencies seance growth by sending the untapped needs of existing & new customers.
4) To look at the end users needs their you immediate customer's needs & finaly decided which needs you can meet profitably.
5) To ensure avail ability of the product (Tropicana) at the retailers' point.
6) To build channel members' loyalty.
7) To stimulate channel members to put greater selling efforts.
8) To develop managerial efficiency in channel organisation.
9) To develop and design an efficient and effective distribution system so that the product and services will be available readily, regularly and equitably in a fresh form.

Hypothesis :

In view of the objectives set for the study, the following hypotheses have been formulated:

Ho: The consumers are homogenous on fruit juice consumption irrespective of their ages.
Ho: The consumers are homogeneous on fruit juice consumption irrespective of their monthly Income.

Image & Emotional Marketing:

After Globalization more companies are now trying to develop image that more the heart instead of the head. Those who addressed to the head lend to slate the same benefits so companies are trying to sell on attitude like prudential wants people to have a "'piece of the rock'[1] These campaigns work more on effect than cognition companies are turning to anthrop apologists psychologists to develop massages that touch emotions more deeply, fine approach is to build the image of the product round same deep archetype the hero antihero siren wise old man, small kids that reside in the collective unconscious.

Companies are increasingly turning to image and emotions marketing to win customer mind share & heart share. Although this has gone on from the beginning of time to day its is accelerating. The old marketing mantra advised companies to outperfrom competitions on same benefits to promote this "Maruthi is the safest car"

Tide cleans better than any other detergents, Going under the name of benefits marketing it is assumed that customer was more influenced by rational arguments than by emotional appeals. But in today economy companies rapidly copy any competitions advantage until it no longer remains.

Factors Affecting The Decision Regarding The Channel Design

A marketer has to design the distribution system with utmost care and explore several alternatives before designing a particular system because a system once developed cannot be modified frequently. The choice of a particular distribution system is influenced by the following factors.

a) Product Characteristics: Products' nature and characteristics influence the choice of a particular distribution channel. Products, which do not have much technical complexity, can be moved through channel members .Products which are bought frequently for consumption can be distributed widely through retail outlets. Certain products, which are perishable in nature, require storage and safely facilities.

b) Customer Characteristics: Consumer's buying habits and their geographical location also influence the distribution channel decision. H also implies the attitude towards waiting time, expectations with regard to special conveniences and preference for buying in comfortable and more relaxed environments.

c) The Company's own Characteristics: A Company's characteristics such as the size and financial ability also influence channel choice. The channel design is influenced by the company's long-term objectives, financial resources manufacturing capacity, marketing mix and even its philosophy.

d) Intensity of Competition: Whether a competitor seeks exclusive distribution or intensive distribution IE an important point, which will be considered while making channel choice. In the case of exclusive distribution, a competitor may choose a limited dealer network with exclusive rights to distribute the company's products, whereas, an intensive distribution involves stocking its products in as many as possible outlets along with a rival's products. Therefore, the nature and intensity of competition in the industry will determine the distribution pattern of a firm.

e) Intermediaries' Characteristics: This refers to the middlemen's aptitude for service, promotion and handling negotiations, storage, contract and credit. Another important aspect is that the channel members should provide information for product improvement, market research and arrange for advertising campaign.

f) Environ mental Characteristics; Environmental characteristics like government policy, statutory provisions, state of the economy and technological and infrastructure developments also affect distribution decisions of the firm. The global economic changes have brought new types of distribution channel out lets in many prod net

Suggestions:

Based on the findings and keen insight of the study, a member of well-thought suggestions have been made with the aim to improve its sales, operations, growth and profitability of Tropicana brand. They are as:

(a) The company should segment its market and ensure the product availability to its entire outlet by revamping its distribution operations. As it has been seen that the distribution operations or Tropicana brand is on average in Kalyani and Kancharapara so the company must look after this area because i n an globalized economy like India, distribution is one of the main part of marketing functions and with out distribution strategy, no strategies will hope to succeed.

(b) As the channel intermediaries hold vital positions in the distribution opcrar'ins[1], so the company must adopt motivational activities for its channel members by understanding (he needs and wants of the markets. The company may focus on the motivational programmes on financial and non-financial rewards. Financial rewards include higher margins, extended credit facilities, bonuses and allowances and sharing intermediaries' promotional expenses. Non-financial rewards include sales and display contests, recognition for outstanding performance etc.

(c) The company must carefully outline training programmes for its channel intermediaries The purpose of imparting training is to sharpen the channel members' product knowledge and finally, this will enhance selling skills to offer better service, which will satisfy customers,

(d) The company should use all the available distribution outlets for making its product (Tropicana) available to consumers. As the product is low cost convenience product and is used routinely and also, the consumers want to purchase it immediately from the nearest locution where they live and do not wish to devote much time to search for the product. Therefore, product availability in the retail outlets is important. Hence, to meet consumer demand efficiently, intensive distribution is necessary. The company may also use selective and exclusive distribution by making their product available in shopping malls, restaurants, cinema halls etc.

In a competitive environment where product offer or prices alone may not constitute differentiation, distribution constitutes a major source of competitive strength. In developing and designing distribution strategies, companies should consider factors related to customer, demographic criteria, competition, PLC (product life cycle) stages, objectives and desired market coverage intensity. Motivation of channel members focuses mainly on financial and non-financial rewards. Dealers' performance criteria include sales target, inventory maintained, promotional activities, customer service, and attending training etc. Hence, distribution helps to satisfy the customer needs more directly than other marketing mix variables. It is more important than symbolic product offer, its pricing or communication. The ultimate user will not remain satiated unless the product flows to satisfy their needs.

Conclusion :

Marketing is becoming more based on information than on brunt sales paper. Thanks to the computer & the Internet no sales person can say to the boss that he / she did not know the prospect's industry. Company, problems or potentials.

A Company that masters only its domestic market will eventually lose it. Strang foreign competitors will ingestible come in & challenge your company. It is now business without the borders.

Global counties must team to use counter trading. Many countries arc poor but they will barter. It will be better lo lake sonic goods in exchange or forget selling to that country- Pepsi cola has to promote Russia that it would help sell. Russian vodka abroad in exchange for selling Pepsi cola in Russia-when companies Tail abroad the most common factors arc

1) Failure to define the target users
2) Failure to adapt the product
3) Failure to offer adequate service
4} Failure to find goods strategic partners

As a student & personally think the marketing strategy should be used which arc suitable to our situation. We must think about the lower class & medium class where the product will be popular & get market easily in our country as well as abroad. I don't think anybody ought lo be making marketing strategic decisions without same form of research, because you can waste a lot of time & money.

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"A Critical Study Of Wine Industry : A New Hope For Sustainable Development For Grape Producers In India ."

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ABSTRACT:

Perishability is a major challenge faced by grape producers in India along with low rates offered by market during Grapes season. In this scenario Wine industry has opened a new window for such Grape producers. Competitive rates for grapes throughout season along with constant demand can lead to sustainable 360 degree development of grape producers of India. In this paper researcher tried to study and describe the nature, growth, challenges and opportunities for Wine industry in the context of developing Indian economy and its emerging Middle class .

Keywords: Wine, Sustainable development, Grape producers, Developing economy

Introduction

Wine is not just a drink; it's a complete lifestyle drink, a survey into history, a gourmet adventure, a study in viticulture and experiencing different lifestyle. Until recently most of the Indian consumers were unable to relate themselves to wine but off late a few have been able to associate with it. Wine is directly related to health which is an extension of the consumer's persona. Increasing health consciousness and spend on corporate and personal entertainment has given a boost to wine industry. Indians, comparative to other Western countries, barely consume wine; they prefer to have liquor which has a higher percentage of alcohol. A report by the US Department of Agriculture's Global Information Network says that Indian wine production was at 4.7 million liters in 2004 and it will touch around 31 million liters (ML) by 2016. Indian wine market is growing at 30% per annum and metros like Delhi, Mumbai and Bangalore produce 80% of wine consumers in India. Another research report by London-based market researcher states that the Indian wine market is currently selling 1.2 million cases plus another 200,000 imported cases (a case has 12 bottles of 750 ml each) which is around 1% of IMLF market. The consumption of wine is increasing regularly and is predicted to grow in three-fold, reaching around 2.4 million cases by 2020.

Indian Wine Segment

The summation of wine consumers without the limitations is demonstrated in the chart below:

Population Aspect Number of people	Percentage	Number of people
Total Population	100.00%	1,229,866,154
Those with no religious prohibition	85.00%	1,045,386,231
Those of the Legal Drinking Age or Older	42.00%	439,062,217
Those residing in States allowing alcohol consumption	87.20%	381,984,129
Those with sufficient wealth to afford wine*	10.00%	38,198,413
Those listed above and have also been Educated/Exposed to Wine	85.00%	32,468,651
Potential wine consumers	2.4 %	32,468,651

This information was based on the 2011 Indian Census' growth estimation for 2015

Outside India, wine drinkers are usually over 30 but in India wine enthusiast are younger and are about 25 to 30 year olds. Various factors have been projected for the rising consumption of wine in India, which include global travel, a great exposure and experience of western culture where wine drinking is a part of the lifestyle, rising disposable incomes among the urban people imply that a greater part of the population can afford such products and also many state governments have reduced duties on wine, relaxed restrictions on distribution permitting wine to be sold in supermarkets .

As per ASSOCHAM "The wine market in India is growing faster than that for any other alcoholic beverage, at the rate of 30% annually. It is becoming more acceptable among women to drink wine. More women are joining the workforce and they are economically independent". No wonder the world's biggest champagne house, Moet Hennessy, has launched Domaine Chandon India NV (non-vintage) Brut, its first "made in India" sparkling wine. With this it seeks to capture the urban youth between the ages of 25 to 35 who have become increasingly sophisticated

market of wine drinkers in India. Moet's Chandon India NV is made from a combination of Chenin Blanc, Chardonnay and Pinot Noir. The new winery is located in Dindori near western Maharashtra state's Nashik region.

Indian Wine Maker

The per capita consumption of wine in India is only 0.07 liter/person/year as against 60-70 litres in France, Italy and German, 25 litres in US and 20 litres in Australia. Consumption of wine in India is low when we compare it with the consumption of other alcoholic beverages like whiskey, vodka, beer and rum. However, given the healthy status and growth of the alcohol beverage industry on the whole there is tremendous potential for wine. Currently the highest wine consumption is confined to major cities like Mumbai which has around 40% of total wine consumption in India followed by Delhi (23%), Bangalore (9%) and rest of India has only 20% consumption.

In India, Nashik in Maharashtra is known as the Napa Valley of India, most of the renowned vineyards of the country are located in this belt. Over two-thirds of the Indian wine estates are situated in Maharashtra. There are over 50 vineyards in and around Nasik with 40,000 hectares of grape cultivation and 1,100,000 tonnes of annual production out of which only 2% is used to make wines. The most famous vineyards in Nashik are Sula vineyards (One the most popular and profitable winery in India), York winery, Chateau d'ori, Reveilo, Mountain View, Zampa Valley, Fratelli wines and Four Seasons from UB Group.

Other popular wine growing regions are found in southern India, in the state of Karnataka (Grover Vineyards Limited, Bangalore) and a small number of vineyards are available in Andhra Pradesh, Tamil Nadu and Himachal Pradesh. Sauvignon Blanc, Chenin Blanc, Rose, Chardonnay, Sparkling Brut and Rose, Shiraz, Merlot, Zinfandel, Cabernet Sauvignon, Viognier, Reisling are the most common variety of grapes cultivated in India.

Opportunities for Wine Industry

India's Emerging Wine Industry

India's expanding wine industry is in the midst of a vital transition. Last year, the country's wine production hit a record 17 million liters, with export sales rising 40 percent year-on-year to reach US$4.4 million in the first 7 months. With a rapidly growing export sector, expanding domestic consumer market and increasing industry support in major wine-producing States, the Indian wine industry has potential to be a global market competitor.

This year, the Indian Government, in conjunction with the newly formed Indian Grape Processing Board (IGPB), is aiming to finalize the harmonization of Indian wine standards with the International Organization of Vine and Wine (OIV) guidelines. Set to be a catalyst for state reform, the new standards are good news for producers, investors and traders alike, who have eagerly anticipated the industry's rise for the past decade.

A Decade of Success

Since the early 2000's, India has been hyped as an important emerging market for wine. The country has the optimum climate for grape cultivation and its main wine-producing states, Maharashtra and Karnataka, are leading producers of world class high-quality grapes.

In 2001, implementation of the 'Maharashtra Grape Processing Policy' stimulated a boom in the State's wine production from 712 kiloliters in 2002 to over 20 million liters in 2008-09. In 2008, the 'Karnataka Wine Policy' simplified the process for, and reduced the cost of, obtaining a winery license to significantly expand the market.

In addition, to further promote investment and production, the States established a number of integrated wine parks which provide basic infrastructure facilities and offer incentives for new units such as: a 100 percent exemption from excise duty for 10 years, relief in sales tax levels and subsidies for production duties. As a result, many new

wineries have since commenced production. However, industry competition remains low, with 80 percent of the market occupied by three major players.

In recent years, several additional measures have been taken to facilitate production, improve quality, increase awareness and encourage investment. State governments have begun to promote viticulture as an economic development tool and a tourism revitalization tactic, highlighting foreign investment as the key to honing industry potential. In addition, the IGPB has assisted producer participation in several international Wine Fairs and the National Research Centre for Grapes has undertaken numerous projects to develop improved production technology and management techniques.

Rising Export Sector & Progressive Retail Market

In 2013, India exported almost 1.8 million liters of wine, rising 41.82 percent year-on-year to reach US$6.88 million. Last year, the wine total production estimate for the states of Maharashtra and Karnataka was 14.2 million liters (1.58 million cases). Furthermore, production in Karnataka was predicted to increase to 5 million liters (555,000 cases), a rise of 1.3 million liters (145,000 cases) year-on-year. In addition, supermarket sales are increasing as high-end chains have begun to allocate spaces for fine wine. However, sales are largely of domestic wines, as imported wines suffer from high retail prices due to import tariffs and consumer unfamiliarity.

Broadening Consumer Palate

Indian wine drinkers are largely upper income earners with high levels of disposable income. Thus, wine is primarily an urban drink with the States of Maharashtra and Karnataka, the Delhi metro area and Goa accounting for approximately 75 percent of consumption.

Despite the touted emerging market, growth in domestic wine consumption has been gradual. India is the world's largest whisky market, with over 200 million consumers of hard liquor. Indian consumers invariably prefer sweeter drinks with higher levels of alcohol. Encouraging the transition to wine will therefore be no easy feat.

However, over the next five years, 100 million consumers will reach the legal drinking age of 25 and, by 2017, Indian wine consumption is estimated to rise to 2.1 million cases of wine per year, increasing 73 percent from 1.21 million in 2013.

In addition, wine is becoming increasingly popular among younger generations and women. Furthermore, the recent education push has led to a growing awareness of health issues surrounding consumption of hard liquor.

Therefore, while only a very small percentage of India's total population has the right combination of religious views, age, location, income and exposure, this amounts to 24 million people, a significant and potentially lucrative emerging market.

Prospects for Foreign Investment

Indian State Governments have exclusive competence to levy excise duties on alcohol and determine their rates. As a result, each state has differing and complex licensing, taxation and registration procedures with regard to manufacturing, labeling, registration, distribution and sale of wine. Furthermore, in many states wine is grouped with other alcoholic beverages such as spirits with regard to taxation and prohibition. Consequently, foreign investment in the industry is marred by difficulty in navigating the fragmented market.

However, India is on track to reduce barriers to investment in wine-producing States in the coming years. Promotion of foreign direct investment (FDI) in India's wine industry is on the rise, and international cooperation can provide vital market solutions in the form of capital, technology, and expertise.

India's viticulture industry currently allows 100 percent FDI through the automatic route. Access to reasonably priced quality wines is considered by some to be the key to speeding the development of a wine culture in India. Consequently, some local wineries are working to produce inexpensive sweet wines to cater to the palate of the Indian consumer and expand the market to those with moderate incomes.

While significant challenges remain, investors can expect the industry to become increasingly inviting in the short to medium term and should prioritize the Indian consumer in any attempt to enter the market.

Challenges faced by wine industry

There are still a lot of challenges that the winemakers face in India.

- Different taxes are levied on the wines such as the state tax and excise tax, adding to this, is the cost of real estate for on-premise outlets / license fees . This makes wine far more expensive and out of reach for the first time drinkers and the middle class which is a big segment of our population. In Delhi the tax on wine is at a rate of Rs. 200 per liter whereas in Karnataka the tax is around Rs. 630 per case of 9 liters. Such uneven tax rates pose a huge challenge for the smooth sale of wines across the country

- Demand-supply mismatch: As per Times of India that "In 2012, 50 lac liters of wine remained unsold in India." Quality grape supply could become a major problem in a year or two. Farmers are already switching back to table grapes.
- There is a huge scarcity of local technical expertise and a lot of bottlenecks in marketing and distribution in wine Industry.
- Poor storage and transportation facility: Wine production is concentrated in and around Nasik region, so reaching to the distant markets like Delhi and Bangalore causes the wines' shelf life to reduce due to the poor transit condition. So the consumer does not always get the wine in the best condition

  Complex system : Further industry growth is hampered by a complex system of excise taxes, licensing processes and distribution procedures, which serve to dramatically increase retail prices on imports and limit interstate trade. In addition, the market is constrained by inadequate storage options and an enduring consumer preference for hard liquor.

  Furthermore, India's grape processing facilities are inadequate and feature poor price realization on produce. The international demand for adherence to quality parameters, coupled with a severe lack of infrastructure to support the high investment crop, has seen many producers suffer severe economic loss due to an overexpansion in supply. As a result, many domestic wine companies are struggling to recover, with over 50 percent of Maharashtra's wineries closing, lying dormant or reverting to the production of table grapes.

Conclusion

Wine industry in India is in the formative stage and is catching up with the Indian customers; the per capita consumption still needs to increase. This can be done by, educating the consumer on type of wine, year of harvest, grape variant, origin, and brand. One sign of the changes happening is the emergence of Wine Clubs in a number of cities like Delhi Wine Club, Indian Wine Academy, Mumbai Wine Clubs, Wine Society of India, Hyderabad Wine Club, Bangalore Wine Club, and Indian Wine Academy.Apart from this, wine vineyards are creating an experiential journey for the customers with different mediums like events, sponsorships and tastings to promote wines and vineyard tours as they have realized that proper consumer knowledge serves as the primary sales trigger. The consumer buys what it sees in the menu, with the right marketing strategies and increased awareness Indian wine industry can conquer Indian hearts. To conclude we can say that there is a tremendous potential for wine industry provided that it should be supported by factors such as education ,training ,modern technology, tissue culture ,biotechnology, political willpower of government for sustainable development of grape producers in India

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A Study Of Customer Satisfaction For Postal Services

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ABSTRACT :

In the modern business philosophy customer is the profit centre of the business. Whether it is a manufacturer of goods or any service provider all the activities are framed for satisfying and retaining the customer. The organizations have to strive continuously to maintain the quality of services as it helps the organizations to raise the customer satisfaction level. This will leverage good market share and more cash inflow. Satisfied customers add the revenue and creates image of an organization. To maximise the level of satisfaction it is necessary to retain the existing customers. It is now proved that it is cheaper to retain the existing customer than to acquire the new one. Customer Satisfaction is the most important philosophy in todays business world because satisfied customers bring more business. The customer satisfaction philosophy is also important in the government institutions like Department of Post, which is the oldest and esteem service provider in India. But service quality is one of major variable which influence customer satisfaction. India post is trying to improve its quality of services but to sustain in acute competition from other private organizations systematic efforts need to be taken by the government to raise the customer base as well as satisfaction level.

Introduction-

Indian post offices have a long history and they are the backbone of communication for Indian population. A large number of populations are dependent on postal services even today. It is one of the major contributors of country's economic and social development. The Indian post offices are the part of life of many citizens through its services like mails, banking, retail services etc.

Post offices are one of the oldest forms of an organization which was established during British rule as the carrier of written communication between individuals. One of the major roles of post offices is to establish network even in rural and remote areas. Postal services were established in 1766 in Kolkata and further developed in Madras and Bombay. These three post offices were providing mailing services in India. Thus since its existence it has enjoyed trust and support of its customers and stake holders. Today Indian postal services have the most extensive network in the world. At present its number is 155335.

Postal services are penetrated to a large geographical area to provide different kinds of activities like –

1) Mailing- The primary function of post offices is collecting and transferring mails.
2) Postal banking- Here the services like postal saving bank, public provident fund recurring deposit are provided to large number of customers.
3) Insurance – Postal insurance schemes were introduced for government undertakings.
4) Retail services –Payment of telephone bills, e ticketing, passport application forms are managed by the post offices.

Thus the post offices deal with large population every day. But with the technological development many competitors prevailed in the market. The expectations of customers are also changing. Hence to remain as a leader, department of post has to provide qualitative services to the customers for enhancing the customer satisfaction.

Customer Satisfaction-

Customer satisfaction is an important phenomenon in marketing. Customer satisfaction is an attitude; it tells you how the customer feels about the organisation. According to Philip Kotler (1999) defines customer satisfaction as, "a person's feeling of pleasure or disappointment after comparing product's perceived performance or outcome against his/her expectations." Thus it is a psychological concept. Customer satisfaction is a relative term. It is based on the extent of the fulfilment of the requirements of the customers after using the products and services of the organization. The feeling derived from comparing product's perceived performance to its expectations is defined as satisfaction. According to Oliver (1992),"satisfaction is the customer's fulfilment response. It is a judgement that product or service feature or product or service itself provided a pleasurable level of consumption related fulfilment; including levels of under or over fulfilment." It is a key indicator of quality of services. Customer satisfaction for services is one of the fastest growing areas of market research. It is understandable in every market as the customer is at the focus. Satisfaction is a feeling of an individual of a pleasure or disappointment resulting after the consumption of a particular product or service and experience of need fulfilment or disappointment for non fulfilment of needs in relation to its expectations. The customer satisfaction is an important method to improve the business. The overall customer

experience is vital for continued success and survival of the organization. Satisfied customers bring more cash inflow in the business by his positive word of mouth.

In the today's market scenario customer satisfaction is very important for the survival of the business even for a manufacturer of products or a service provider in the long run. It is complex phenomenon as it depends upon the perceptions and requirements of the customer which are always changing. Service sector being the fast growing sector, all the organisations have to understand the expectations of every customer as the wants and needs of every customer vary. Thus every organization has to set the targets for achieving a particular level of customer satisfaction. But to raise the satisfaction level of the customers the quality of the products need to be improved. Different marketing strategies need to be adopted by all the organizations to meet all the expectations of customers. The marketing mix strategies should be analysed properly to achieve customer satisfaction. Customer satisfaction is a lead indicator that predicts future customer behaviour. Even the satisfied customers are loyal to business. Such loyal customers bring more business and financial success.

One of the major indicators of the customer satisfaction is quality of product or service which is offered to the customer. Quality simply means fitness to use or when the actual performance of the product or service meets or exceeds the expectations of the customer after consuming the particular product or service. The feeling of fulfilment of need experienced by the customer highlights that the service or product has a quality. If any organization wants to grow and willing to remain competitive they have to maintain and enhance the quality of their services or products (Bilijana Angelova, 2011). One of the major indicators of customer satisfaction is quality of services or products. Many researchers and experts are trying since few years for measuring and analysing the service quality. Different tools are used to measure the quality of services like six sigma, SERQUAL, TQM etc.

There are various variables which influence the customer satisfaction like timeliness, pricing, employee attitude and knowledge, office layout etc. But service quality is a major strategic tool for measuring the performance of a product or service in the market. Quality is one that satisfies the customer. The good quality services has long lasting impact on the profits, it retains the existing customers and attract new customers. It is very difficult to measure the service quality because attitudes and perceptions of every customer are different. According to Parasuraman et al (1985) the services quality has three features intangible, heterogeneous and inseperability. This is applicable to even the service industry which has flourished due to changing world and customer habits as well life style. Today services sector is a most fast growing industry.(M.K.Rampal, 2004) Services are processes which do not have a physical form. They are produced and immediately consumed by the customer. Hence companies and service organizations are realising the significance of measuring the quality of services. Gronroos (1992) defines service quality as, "difference between customer expectations of what they want and their perception of what they get." Thus the service quality is an important measure of how the particular service delivered meets the expectations of the customer. When the actual performance of product or service doesn't meet the expectations of the customer the service quality gap arises. It leads to dissatisfaction for particular product or services.(Parasuraman et al,1985) All organizations have to take sincere efforts to meet its service quality gap. Service quality has certain dimensions like employee attitude, manner in which services are delivered, accessibility of services, corporate image etc. These dimensions of quality influence the customer satisfaction for a product or service.All the organizations have to maintain and enhance its quality of products and services for customer delight.

One of the oldest and premier government service organizations for mailing, finance as well as retail services is India Department of Post. Post offices are offering variety of services and hence can raise the profit margin by maintaining good relations with customers. The relations with the customers can be nourished by providing qualitative services. Building the strong customer relationship is the backbone of every service providing organization. Indian post offices have a strong customer base hence systematic efforts of quality improvement can leverage good cash inflows to the government. The loyalty of a customer can be enhanced if quality of services or products is maintained over a period of time. The researchers and companies are considering services quality as a major area to be concentrated for overall satisfaction of the customer. Quality is one of the major variables that influence the customer satisfaction. Customer satisfaction is a continuous process which does not end or begins. Customer satisfaction has certain phases-

1) Pre-sales- Here the customer comes to know about your product or service due to word of mouth, advertising and publicity, price, availability or the benefits.
2) During Sales- When the product is made available in the market the sales person plays an important role. The customer gets chance to handle and inspect the product and as per responses of customers the quality of product or service can be upgraded.
3) After sales- When customer started using product or service he can analyse whether his expectations are met by the use. A regular research is necessary to track the level of customer satisfaction.

The customer satisfaction is a complex phenomenon which is affected due to various factors like number of competitors, prices of product or services, corporate image and brand, quality of services, nature of the employees etc.Thus measuring the customer satisfaction in the service organization is a challenging task because product and services differ in nature. Services are abstract. More satisfied customers improve the opportunity of re-business. Continuous improvement in delivery of services is necessary. For this purpose reliable information about the customers attitudes and their likely future behaviour can be generated through the interaction with the customers. The life time value of satisfied customer is always greater than less satisfied customer. Due to the globalisation and advanced technology department of post is facing acute competition from other organizations. Hence sincere efforts need to be made by postal authorities for improving the customer satisfaction and retaining the customer. Department of post has a brand equity and a huge customer base so vigorous efforts need to be made by Indian post offices to improvise the services.

Statement of Problem-

The post offices in India are facing cut throat competition from variety of service providers like private courier companies, banks, financial institutions etc. The department of post need to take sincere efforts to make necessary improvements in their services by filling the service quality gap. Being a government institution and having a wide geographical coverage they can retain their customers and increase the business by taking corrective measures to improve the service quality.

Need and importance of study-

Since department of post is most trusted service provider it is very much important to study weaknesses in the delivery of various services. It will lead to improvise the overall performance of the post offices.

Objective of the study-

1) To study the impact of service quality on customer satisfaction for postal services.
2) To study the problems faced by customers and their current level of satisfaction.
3) To suggest the measures to improve the quality of postal services.

Statement of Hypothesis-

1) There is a significant impact of quality of services on customer satisfaction.

Scope of the study-

The study will be focused on the different customers in the urban area of Dombivali.

Research methodology-

1) The data is collected through the primary data collection method. The questionnaires were distributed among various customers and responses of 30 customers are analysed.
2) Even the sources of secondary data are used like journals, books, web sites etc.

Review Of Literature-

Mehul Chandrakant Chhatbar has published a research paper in Tactful Management Research Journal in 2014 focusing on the comparative study of customer satisfaction for mailing services of India Post and private couriers in Mumbai region. According to him customer are equally satisfied with both the alternatives. But he commented through his findings that India post has to improve the delivery time for its mailing services. Also necessary training should be given to the employees.

Dr K. Senithkumar and Dr Desti Kanniah have published a research article in Research Journal of Finance and Accounting in 2014 on the topic of investors' attitude and level of satisfaction for postal investments in Tamilnadu state. As per their findings Indian post has to make proper utilisation of available resources very efficiently and effectively for improving satisfaction level of customers. The timeliness and quality of services is also important. Also they suggested that the role of intermediaries is very important to achieve the targets. It will lead to improve the generation of funds of the country.

Akshay Tyagi Deputy Director of Press Information Bureau in Aizwal Mizoram has published an article on changing phase of post offices. As per his findings for raising the customer satisfaction better and faster services are required. In all the key areas proper and prompt services can be provided for increased level of customer satisfaction.

Payal Dutta has published her research paper in Tactful Management Journal in August 2014 titled Customer Satisfaction for Postal Life Insurance Services. As per her findings majority of the customers are satisfied with postal life insurance services. But awareness need to be created for postal life insurance among different customers. Proper training should be given to the staff members for attracting more customers.

Data Analysis and Interpretation

The responses of 30 respondents are collected and they are presented in a graphical form. The opinions of customers regarding various postal services are analysed.

Out of 30 respondents 56.67% are using postal services for more than 3 years. Even 26.67% of customers are using the postal services from last 1-3 years. Majority are existing customers but there are few customers who have started using the postal services.

Out of total customers 44.83% of customers are using the postal services 2-3 times in 6 months. There are many customers who are visiting the post office only once in year they are 31.3%. The more focus need to be given on these once in year visitors. They must be converted into frequent visitors by improving the quality of services.

After interacting with total population it was found that out of total population 44.33% are using financial services and 26.67% are using retail services. Still many customers are willing to avail the benefit of postal saving schemes as it is a renowned government institution.

After communicating with the customers it was found that 36.67% customers comes in the category of satisfied as well as neutral. But the customers who are not satisfied with the postal services are 26. 67%.

Research Findings-

The department post being an esteem government institution with a strong customer base is still preferred by many people for various services. But after collecting the responses of the customers through the questionnaire it was analysed that customers are not satisfied with the present quality of services. As per their opinion the wait time as well as response time must be improved by the department of post. Necessary training should be given to the employees for sustaining in the market competition. For mailing services many private competitors are there in the market the department of post has to improve the delivery time of the mails. But the post offices are offering good services at an economical rate compared to its competitors.

Recommendation-

India post can improve its quality of services by taking concrete measures like use of modern technology, friendly work environment. The efforts should be taken and goods strategies should be designed to retain the existing customers as well as attracting new one. The postal network is wide spread and they have a brand image. The profits can be increased by adopting certain marketing techniques for raising the market share.

Conclusion-

One of the largest government organizations in Indian service sector is Department of Post. They are successfully providing variety of services since last few years with maximum number of posts in the world. They are economically providing these services to a large population. Still the customers have faith and willingness to avail the services of India post.

Limitations of Study-

The responses of customers in Dombivali region is only considered for the research paper. Hence it may not be applicable for other regions of the country.

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An Empirical Study On Demographic Factors Influence On Service Quality Perceptions Of Mobile Network Services In Pune District

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ABSTRACT:

Purpose

This study aims to develop and analyse the impact of demographics characteristics on perceptions of mobile network services. This study was mainly carried out to find influence of demographic factors such as age, gender, and income on perceptions.

Research Design:

A total of 384 mobile service subscribers were surveyed using a self-administered questionnaire and data collected from Pune city by using purposive convenience sampling.A survey questionnaire, based on widely accepted SERVQUAL model. A descriptive statistics analysis was used to analyse the data collected.

Findings

– The findings indicated that service quality perceptions based on demographic such as Consumer age, income were having influence on perceptions of service quality. Whereas gender has no influence on perceptions of service quality

Research implications/limitations

The result of study elaborates the influence of demographics characteristics on perceptions of service quality in Mobile network service provider. Overall the research highlights some demographic characteristics which having influence on some perception dimensions. It suggested to managers and decision makers to take into account these demographics while improving service quality.

Keywords: Mobile network service providers, Perceptions, Satisfactions, Service Quality, telecom

Introduction

India has the world's second-largest mobile phone users with over 980.80 million as of June 2015. The speed of development in telecom sector is very fast. The Indian mobile companies are expanding and growing rapidly and will contribute substantially to India's gross domestic product (GDP). Latest technology and innovation are giving focus on user value for money. Company are creating value for customer in the form of convenience, user friendliness etc. Hence today's telecommunication market has great segment for mobile network. In India tele-density has increased by multi- folds in last four years due to Mobile phones. According to TRAI Data Tele density (2014) is 77.58% and for Rural Tele density 46.09% which are quite high figure when it compare with population of India.

The success in such dynamic industry is depend on the customer feedback i.e. customer satisfaction. According to Phillip Kotler, customer satisfaction provides a leading indicator of consumer purchase intentions and loyalty.In ever increasing intense competition, providing service quality is vital for Mobile service providers to compete. Customer satisfaction is outcome of excellent service quality. Service quality and customer satisfaction are widely recognized as key influences in the formation of consumers' purchase intentions in service environments (Taylor, 1994,)Consumers today have more choices of products and services than ever before, but they seem dissatisfied. Firms invest in greater product variety but are less able to differentiate themselves. (Prahalad, C. K. and Ramaswamy V., 2004).Typically services are product which requires high involvement of consumer in the consumption process. (Grönroos, 1984). Service quality and customer satisfaction are widely recognized as key influences in the formation of consumers' purchase intentions in service environments (Taylor, 1994,).In dynamic business environment, the role of customer is changing. (Prahalad&Ramaswamy, 2000).as in Cited (Taylor, 1994,) Despite its importance, quality of service is one of the least understood, least measurable functions at many companies (Farris P. W., Bendle , Phillip , & Reibstein, February 2010,).Quality is essential when service is what is being sold (Berry, Zeithaml, & Parasuraman, 1985). Service quality is measured as a gap between perception and expectations towards service providers' service quality. (Zeithaml, Parasuraman, & Berry, 1990)(Kang & James) Service encounter and representative of company providing services has influence on service quality perceptions.

Objectives of the study

The objective of this research paper was to investigate the perceptions of Mobile network services from the customers' perspective and assessing their satisfaction of Mobile network services providers. A sample of 384 subscribers of Mobile network services in Pune district was selected by random sampling technique. A survey questionnaire, based on widely accepted SERVQUAL model. A descriptive statistics analysis was used to analyse the data collected.

1. To examine Gender wise customers' perceptions of service quality provided by Mobile network operators in Pune District.
2. To find influence of age groups on perception of service quality
3. To identify income class influence on service quality perception dimensions.

Growth of Telecom Subscription in India (Data from 2004 to Oct 2015)

The table 1.0 is showing data of Wireless subscribers of GSM & CDMA data in (Million). This table is showing the growth of telecommunication on last decade. We can see the scope of wireless telecommunication in India. (Chart 1.1)

Table 1.0: Wireless subscriber data in (Million)

Year	2004	2005	2006	2007	2008	2009
Mobiles Subscriber GSM & CDMA	48.01	75.92	149.5	272.88	346.89	562.21
Growth Percentage	NA	58.13 %	96.91 %	82.59%	27.12%	62.07%
Overall Tele-density	8.62	11.43	17.16	23.89	33.23	49.50
Year	2010 till Dec	2011 till Dec	2012 till Dec	2013 till Dec	2014 till Dec	2015 till June
Mobiles Subscriber GSM & CDMA	811.59	893.84	864.72	886.30	943.97	980.80
Growth Percentage	44.36%	10.13%	-3.25%	2.50%	6.51%	3.90%
Overall Tele-density	63.22	74.15	70.82	71.69	75.43	77.90

(Data Source: Telecom Regulatory Authority of India Data compiled by researcher)

Chart 1.1: Number of subscriber (in million) vs. Year

(Data Source: Telecom Regulatory Authority of India Data compiled by researcher)

Review of literature

(Parasuraman ,Zelthaml , & Leonard , 1985) developed a model of service quality after carrying out a study on four service settings: retail banking, credit card services, repair and maintenance of electrical appliances, and long-distance telephone services. The SERVQUAL model represents service quality as the discrepancy between a customer's expectations of service offering and the customer's perceptions of the service received. Hence SERVEQUAL model questionnaire has been used here to collect response of consumer about their perceptions of service quality.

(Sein & Chey , 2014)done research to investigate service quality of higher education and the impact of demographic variables (gender, age, nationality and current level of study) on service quality evaluation. It found that nationality and gender have considerable impact on the weights of relationships.

Table 1.1 Summary of research findings of demographics' impact on perception of service quality

Service Area	Author(s)	Major	Service Quality	Findings

		Demographic variables	Model	
Retailing	Gagliano&Hathcoste (1994)	Race, Marital	SERVQUAL	Consumer demographic characteristics of race, marital status, and income provided significant differences between expectations and perceptions for Reliability and Convenience.
Health care	Al-Khalil & Mahmoud (2012)	Gender, Education, Age, Income	20-item multidimensional scale	Lower educated female patients could hold less perceived service quality for health care services than other categories of patients.
Transport / Travel service	(Ganesan-Lim, et al. (2008)	Age, Gender and Income	Interaction quality, outcome quality and physical environment quality (Brady & Cronin, 2001)	Consumer age was found to affect service quality perception. However, no differences in the service quality perceptions on the basis of quality, perceptions on the basis of gender or income were found
telecommunication	Chih, et al. (n.d.)	Gender, Age, Education, Occupation, Disposable Income	Modified SERVQUAL	Significant differences exist in service quality perception across lifestyle and demographic variables

Table source :(Sein & Chey , 2014)

Hypothesis of study

H1: Gender of mobile network service subscribers does not influence the perceptions of service quality.
H2: Age of mobile network service subscribers does not influence the perceptions of service quality
H3: Income of mobile network service subscribers does not influence the perceptions of service quality

Research Methodology

A total of 384 mobile service subscribers were surveyed using a self-administered questionnaire and data collected (Approx. 50% Males & 50% Females) from Pune city by using purposive convenience sampling. A survey questionnaire, based on widely accepted SERVQUAL model. A descriptive statistics analysis was used to analyse the data collected. A questionnaire consisting of 22 items based on SERVQUAL model was administered on the sample by self-administration type of survey. The questionnaire was divided into 3 sections. The first section measured demographics of sample and the second, perception (P) of service quality of mobile network operators in Pune District. The third section dealt with the respondents' satisfaction levels. A five-point Likert Scale ranging from strongly disagree = 1 to strongly agree = 5, was used to measure the 22 attributes relating to five dimensions.

Findings and discussion

Reliability testing of perception of respondents

The same test Cronbach's Alpha was also conducted on the parameters related with perceived service quality and got following outcome.

Table 1.2 Reliability Statistics of respondents' perceptions variables

		N	%	Cronbach's Alpha	N of Items
Cases	Valid	384	100.0	.912	21
	Excluded[a]	0	.0		

Total	384	100.0		

The survey question uses the 5-point Likert scale in the measurements. The reliability of the data is checked with the reliability test using the Cronbach's Alpha value. The Cronbach's Alpha is found to be 0.912. The coefficient above 0.6 is accepted as good score.(Kothari, 2004)

Analysis of Demographic Profiles of Respondents (Table 1.2)

Table 1.3 Descriptive Statistics of Demographics of Respondents

Sr. No	Variables	Option	Frequency	Percentage
1	Gender	1=Male	212	55.2
		2=Female	172	44.8
		Total	384	100
2	Age	1=8 to 17 years	22	5.7
		2= 18 to 27 years	309	80.5
		3=28 to 37 years	39	10.2
		4=38 to 47 years	7	1.8
		5= 48 to 57 years	5	1.3
		6=58 years and above	2	0.5
		Total	384	100
3	Income	1= Less than 200000 INR	28	7.3
		2=200001 to 400000 INR	131	34.1
		2=400001 to 600000 INR	51	13.3
		4=600001 to 800000 INR	13	3.4
		5=800001 to 1000000 INR	3	0.8
		6=10000001 INR and above	3	0.8
		7=NA (Not applicable in case of students and housewives)	155	40.4
		Total	384	100

Source: (Field Data Compiled by Researcher)

The results and analysis gives insights to performance and future expectations from customers. Gender of respondents' & customers perceptions

Table 1.4 One way ANOVA

	Hypothesis 1 Gender		Hypothesis 2 Age		Hypothesis 3 Income	
	F	Sig.	F	Sig.	F	Sig.
Tangibles Perception score	3.890	.051	2.057	.070	1.818	.094
Reliability Perception score	3.127	.078	2.899	.014	1.191	.310
Responsiveness Perception score	.010	.920	4.372	.001	2.591	.018
Assurance Perception score	3.502	.062	2.945	.013	1.418	.206
Empathy Perception score	.288	.592	3.092	.009	3.022	.007
N	384	384	384	384	384	384

This is the table that shows the output of the ANOVA analysis and whether we have a statistically significant difference between our group means. We can see that the significance level is above 0.05 which indicate no a statistically significance difference and below 0.05 a statistically significant difference.

H1: Gender of mobile network service subscribers does not influence the perceptions of service quality.

According to the One way ANOVA test there was no influence of Gender of respondents' on the customers perceptions in present study. The table is showing significance greater than 0.05 for all parameters. Hence accept null hypothesis.

H2: Age of mobile network service subscribers does not influence the perceptions of service quality

There was influence of age of respondents' on the customer's perceptions in present study. The table is showing significance less than 0.05 for all parameters except tangibles having significance .07 which is very close to 0.05. Hence null hypothesis rejected.

H3: Income of mobile network service subscribers does not influence the perceptions of service quality
According to the One way ANOVA test there was influence of income of respondents' on the customers perceptions in present study. The table is showing significance greater than 0.05 for all parameters except empathy and responsiveness having significance .007 and 0.018 respectively.

1.5 Chi-Square test results of individual demographic factor, group analysis

Hypothesis	Demographic Factor	Chi-Square	Degree of Freedom	P-Value	Decision
H1	Gender	4.167	1	.081	Accepted
H2	Age	1140.438	5	.000***	Reject
H3	Income	431.901	6	.000***	Reject

*** p = .000, ** p < .05, *

According to table 1.5, Hypothesis 1 chi- square coefficient (.081) which is greater than significance level 0.05 hence accept the null hypothesis. Since the P-value H2 (.000) and H3 (.000) are less than the significance level (0.05), hence we cannot accept the null hypothesis. Thus, we conclude that there is a relationship between age groups and perceptions and income class and perceptions. Hence age and income demographic factors were having influence on perceptions of service quality of telecommunication services. According to above table it found that ageand income have influenced on the perceptions of customers.

Conclusion & Discussion:

The conclusion of the testof hypotheses showed the significant influence of demographic factors on the evaluation of service quality. In other words, the demographic factors of mobile service subscribers can playimportant role in evaluation of service quality. The results of this study provide important clue for the management to understand the demographics influence in service quality. Overall result of this study shows the importance of individual basic characteristics such as age and income play important role while evaluating service quality. The study insights will helpful to manager for considering demographic profile while segmenting the market and designing the marketing mix of services.

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The Move From Building Brand Recognition And Brand Preferenceto Establishing Brand Relevance

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ABSTRACT :

Stories of Success and Failures of brands over the last century have thrown up a myriad questions. The reasons for their acceptance and causes of rejection have been debated within organizations and stakeholder groups. Awareness and Recognition leads to brand prominence, but does this prominence necessarily lead to an association or a bond? That was the moot point.It's one thing to appreciate and admire the brand from the outside ; and another thing to adopt it . It is more important for the Brand to speak for its audience than for the audience to speak about the Brand.

It's proven beyond doubt that Brand resilience and longevity are the benefits of establishing Brand relevance.That's Relevance tothe consumers' life and relevantin the prevailing climate.

Appreciating cultural mores as the root to human conscious and sub conscious judgement is the key. Jellying into and reflecting that culture while retaining the congenital identity of the brand is the balance all modern marketers should strive for.

This paper is in pursuance of a realization of its importance and imperativeness. It also attempts to reflect on the possible options available to establish Brand relevance and create the desired bond.

Introduction

In the present times, in-fact for some time now, having just a product is not enough to hold any position in the market, leave aside sustaining oneself. The broader aspect of product creation is product sustenance through value creation. But the question arises as to , when it should be done, how it should be done and how much should be done.

It has been proven beyond doubt that mere products, when developed, face resistance for trial and of course purchase. The gestation period, therefore, gets prolonged till the time consumers gain confidence in its functionality. This confidence is usually a function of the positive experience of all those who have finally used it and shared their experience through word of mouth or in any other way .This gives enough time to imminent competition to either replicate or develop a superior product and gain acceptance. In a best case scenario, where products do not face smart competition , the products still loose sheen over time and environmental changes make the product either obsolete or irrelevant.

Birth of the Branding Concept

A clear identification of your offering highlighting its core benefits became a priority to create awareness and ensure recall.

The story of the product, its character, what it stands for and its relevance to the need has to be captured and labelled. Branding is the process to make that happen.

While products are governed by life cycles which can be extended but cannot be avoided, Brands have the ability to become immortal. Testimonies to this fact are 'Coca Cola', 'Fruit of the Loom', 'Levis' to name a few. The longevity of its existence is not the only proof, but the fact that its sheen seems to be ever increasing endorses the point that Brands can be forever sort after if handled well. But what is meant by 'Handling a Brand'?

Brand Image and its importance

Well, while giving birth to a brand is difficult, developing one is even more difficult. But growing and sustaining a Brand is by far the most daunting task. This is due to the constant changes in the environment. The volatility very often proves to be a deterrent to growth and the levels of acceptability by stakeholders diminish, sometimes at a very rapid pace. The result - The business model proves to be unviable and inappropriate for the present times. What a waste of precious time, strategic thinking and scarce resources.

Over the years it has become exceeding clear that consumers do not buy products, but they buy image associations. Brand image as a concept has since long been one of the prime attributors to success. As it is said 'It's not what you see, but the way you see it' that counts. It's not only because brands need to be seen in a certain way but

because,if they are seen in a certain way the attitude of the viewer changes towards the brand. This attitude is the true en- cashable advantage that a brand enjoys.

Brand Equity – the fruits of Image

Turning this advantage into a cashable asset is the key to success. The result of the image is 'Equity'. It can also be called as the fruits of image. Equity is the differential effect that Brand knowledge has on consumers' response to marketing action. The 'Response' by consumers is a function of the 'Effect' that brandknowledge has on them. Again, the difference in the effect between brand & no- brand will determine the extent of Equity enjoyed by a Brand. The equities of 2 brands can similarly be compared by comparing the effect of brand image of these brands.

This equity can be measured in many ways. It's a fallacy that equity is always the extra premium that the brand commands in terms of price for its products. It is NOT necessary that greater equity leads to higher price. It could though, if the image is built accordingly and accepted. Equity can be measured in several ways.

Fig: Brand Progression

Brand Anatomy

Brand Anatomy has 2 parts

1- Functionality
2- Representation

Functionality, as the word suggests, refers to the functional aspects of the solution to a or a set of functional purposes. These can be measure easily and could become criteria for judgement by informed buyers.

Representation refers to all the benefits that are not functional. They are intangible and hit the senses on a different level. They are the match between the Brand appeal and representation with the self – concept and / or aspirations of consumers. The personality of a Brand is judged and congruence created between the Brand personality and the User personality. The personification of the brand makes selection easier as 'relevance to self' is created.

The Uniqueness Factor to create relevance

Consumers are unique and appreciate an offer which closely matches their uniqueness. Similarly consumer groups are created called as target segments with a set of uniqueness on some parameters. This homogeneity within elements of each group makes marketers focus better. Energies, Creativity and Resources are deployed to effectively develop offers and create messages bestaccepted, understood and interpreted by the target group.

All Marketing strategies have to ensure relevance to the target audience. Relevance, in terms of both functionality as well as representation.

Importance of Brand Relevance in a Global or an International Business scenario:

In the advent of Globalization where the peoples of the world have realized the need to progress collectively rather than individually, companies are spreading their tentacles far and wide. This has enables businesses to grow exponentially by leveraging on global resources an and seeking opportunities in global markets.

The International orientations of Business as per the EPRG framework are

- **Ethnocentric Orientation** (home country orientation)
- **Polycentric Orientation** (Host country orientation)
- **Regiocentric& Geocentric Orientation**(Regional & world orientation)

Among these, the companies with Geocentric and Regiocentric International orientations have a greater need for adaptation especially on the Marketing aspect of the enterprise. Adaptation of Marketing Strategies and decisions on the best-fit strategy for a region requires an in-depth understanding of

1) What drives Consumer Spending?
2) How purchase decisions are made
3) How brands are perceived

4) How information is gathered
5) How messages are interpreted
6) What builds loyalty?
7) What is the cultural ethos?
8) How does culture determines consumers life.
9) What can make them feel "it's mine" or "it's meant for me?"

In short, it's essential to recognize the ingredients to be incorporated into your brand, which can help scream out the core essence that can propel associations for sustained growth.

Therefore the aspect of the Relevance is particularly pertinent for a global brand. The world over consumers has expectations and affinities unique to their cultures and value systems. All aspects of the Marketing – Mix need to be tweaked to match these expectations. This includes Product, Price , Place (Distribution) and Promotion (Communication).

But, Are there any imagery cues that all Brands in a region or in a country need to possess, while keeping their core essence unchanged? The answer is yes, and there is no choice that Brands have now.

As per studies done by Young &Rubican (Y&R) the common expectations emanating from culture in different countries:

1. Germany- Quality & Performance
2. Japan- Friendliness
3. USA – Originality & Innovation
4. India – TRUST

A brand "Must" possess attributes as above to ensure success in the these countries . It is therefore interesting to note how consumers in India see each brand uniquely , yet associate them with Trust. There are 4 Distinct Paths to the 'Holy Grail of Trust'.

This holds true for India. Your Brand has to speak these 4 qualities for itself to be acceptable. A sustained Image reflecting the above attributes could ensure business continuity, considering that other aspects remain the same.Any brand Not possessing this 'Trust' element will not be considered relevant to this environment.

Similarly in an International scenario the offer (whether product or service) needs to be modified while keeping its uniqueness in- tact. Let us look at McDonalds as an example.

- Its core competency and unique strength is "Fast Food & Fun". However its food had to be modified to suite Indian tastes. Well this is about the product per se. Its positioning in India is quite different than that, sayin America. In India it is considered a typical snack or a meal for an urban elite (or at least an upper middle class). In the US its positioning is that of a very average person's choice for a quick meal.

Enablers of Relevance Building

There are a few tools that can be used to build relevance and create a sense of belongingness with regional markets. Some of the main enablers are as follows :

A) Technology –Technology is a game-changer in the case of most industries as it has revolutionized the way product & services are used or the way messages are accessed.

Mobility has the power to reach products , services , knowledge and information to the otherwise unreachable. Mobile makes it more personal too. Besides, access to the net and social media via mobile makes transmission faster. Ordering ease and expeditious service is further enhanced in the advent of the internet. This makes brands work to the benefit of individuals and groups in their language , on their person handset and in a way that is convenient to them . This in a way is like respecting them for their situation. Relevance gets established automatically.

In India , rural markets offer great opportunities , waiting to be tapped. By introducing technology accessible and usable by the rural public relevance can be created. Events in rural areas using technology have been

extensively used in the past for this purpose. Radio and Doordarshan in its present avatar have helped not just product brands but also Political parties to deep dive into local communities to create a bond.
Backend technology like transportation , warehousing & storage , technology farming etc. help do business in ways that can be more inclusive creating a relevance to the regional societies . This instantly creates a desire in consumers to associate with the brand.

B) **Corporate Social Responsibility_-** CSR is sure way of communicating about your corporate conscience. This display of sensitivity can do wonders in relevance building and establishing a personal connect. These are usually localised initiatives that can help build credibility and refine brand identity to make it locally pertinent.
In India especially, touching the heart strings can create belongingness and loyalty.

C) **Creative talent & Innovation_**– Innovation in product design, packaging , transportation, keeping regional consumption patterns in mind can be an enabler of relevance building. Innovation is not invention, but modifying offers to suite local needs and habits.

Creativity in design & style of both products and communication can help brand s create a perception about them. Creative talent is a resource that should be developed to help brand mesh-into the lives of people.
International advertising has distinct challenges. Target audiences differ from country to country in terms of how they perceive or interpret symbols or stimuli, respond to humor or emotional appeals, as well as in levels of literacy and languages spoken.

How the advertising function is organized also varies. In some cases, multinational firms centralize advertising decisions and budgets and use the same or a limited number of agencies worldwide.
International advertising can, therefore, be viewed as a communication process that takes place in multiple cultures that differ in terms of values, communication styles, and consumption patterns. At each stage in the process, cultural barriers may hamper effective transmission of the message and result in miscommunication.
Advertising is a potent force for change and adaptation, while selectively reinforcing certain values, life-styles and role models , it can also reinstate its local relevance.

5) **Creating Categories & Sub- Categories -** Transformational innovation in marketing models is required to sustain and grow in the market given its dynamic. Sheer incremental competition could lead to brand preference. But as completion gets wiser , you could lose relevance. Or as new categories emerge your brand could become less relevant.

Innovatively developing new categories like SUVs in automobiles would could be a good thing to do as decision making may start with the selection of a category and brand preference could come later. But if the climate is tilted towards a particular category and you are not present in it – your brand may be redundant.

Conclusion:

The world over marketers and advertisers are trying to make people and communities see them in a certain way. This may be the need, as establishing its field of play and differentiating itself from others can build preference. This is a smart move or an act of intelligence. However wisdom lies in connecting to the root and infusing itself into the climate which prospective consumer groups have adapted to. And this has to be done while retaining their core identity. Testimonies to this fact are countless. Brand have tasted sweet success in some countries and failed to create an impact in others. That was only because they werea square peg in a round hole.

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Changing Consumption Pattern Leading To Growth of The 'Food And Beverage Sector In India

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ABSTRACT:

Changing consumption pattern of the Indian consumer has been undergoing a significant transformation over the years. Improvement in the economic conditions, exposure to International media, foreign travel, degree of urbanization, education levels, emergence of new job opportunities in the service sector such information technology, call centers and retailing that influences lifestyles are some of the drivers. Economic reforms introduced two decades ago have seen the middle classes swell. As disposable income grows, so the consumption patterns are changing in India. Especially the beverage industry in India is a big market for global beverage manufacturers. With population growth and improved standard of living, food industry in India holds immense profits.

Higher disposable incomes, changing consumption patterns and the marketing might of powerful western brands are bringing fast food to India's Children. This study focused on how bombardment now filling TV screens and billboards as the world's big brands fight it out for a slice of in India's growing market.

Introduction

Accounting for about 32 per cent of the country's total food market, the food processing industry is one of the largest industries in India and is ranked fifth in terms of production, consumption, export and expected growth. The total food production in India is likely to double in the next 10 years with the country's domestic food market estimated to reach US$ 258 billion by 2015. [1]

The Government of India has been instrumental in the growth and development of the food processing industry. The government through the Ministry of Food Processing Industries (MoFPI) is making all efforts to encourage investments in the business. It has approved proposals for joint ventures (JV), foreign collaborations; industrial licenses and 100 per cent export oriented units.

The Indian food and grocery market is the world's sixth largest, with retail contributing 70 per cent of the sales. It is projected to grow at the rate of 104 per cent, touching US$ 482 billion by 2020. [1]

The Indian food processing industry accounts for 32 per cent of the country's total food market, 14 per cent of manufacturing Gross Domestic Product (GDP), 13 per cent of India's exports and six per cent of total industrial investment. Indian food service industry is expected to reach US$ 78 billion by 2018.The Indian gourmet food market is currently valued at US$ 1.3 billion and is growing at a Compound Annual Growth Rate (CAGR) of 20 per cent. It is expected to cross US$ 2.8 billion by 2015. [3]

The online food ordering business in India is in its nascent stage, but witnessing exponential growth. The organized food business in India is worth US$ 48 billion, of which food delivery is valued at US$ 15 billion. [1]. With online food delivery players like Food Panda, Zomato, Tiny Owl and Swiggy building scale through partnerships, the organized food business has a huge potential and a promising future

Objectives:-

This research aims to study the Changing consumption pattern leading to the growth of food and beverage sector in India.

Research Methodology and Main Study

This research has been focused on studying the Changing the consumption pattern leading to the growth of food and beverage sector in India. This is descriptive research. Secondary data has been used. The related data is collected through magazines, websites, journals, books and a report of ***Indian brand equity foundation-www.ibef.org and way2wealth.com/report.***

Growth of Food and beverage sector in India

India has the second largest arable land of 161 million hectares and the highest acreage under irrigation. Next to China, India ranks second largest food producer in the world and has the potential to immerge biggest with food and agricultural sector. The industry is unorganized with 75% of the processing units belonging to the unorganized category. [1]

India food processing covers fruits and vegetables, meat and poultry, milk and milk products, alcoholic beverages, fisheries, plantation, grain processing and other consumer product group like confectionary, chocolates and cocoa products, soya based products, mineral water, high protein foods etc. [1]

The most promising sub sectors are soft drink bottling, confectionary manufacture, fishing, grain milling and grain based products, milk processing, tomato paste, fast food, ready to eat breakfast cereals, Health food and health food supplement is another rapidly rising segment of this industry which is gaining popularity amongst the health conscious. India with its population of more than 1 billion accounts for close to 17%of the global population. [3]

Changing consumption pattern for the Diary sector:

Source: Changes in dietary pattern in india -2010-2030(%) www.google.co.in

Dairy Sector to touch $140 billion by 2020: report

The size of the diary industry in both organized and unorganized sectors is expected to double to $140 billion by 2020, on the back of growing demand and rising disposable income. [17]

Growth - Dairy Sector : The dairy ingredients market is projected to grow at a CAGR of 5.6% from 2015 to 2020. The major drivers of the market are increasing awareness towards health & wellness, growth in application sectors, and R&D and innovations to expand applicability & accelerate growth. [4]

Changing consumption pattern for fruits and vegetables :

	1993-94 RURAL	1993-94 URBAN	1999-2000 RURAL	1999-2000 URBAN	2004-05 RURAL	2004-05 URBAN	2009-10 RURAL	2009-10 URBAN	2011-12 RURAL	2011-12 URBAN
Cereals	24.2	14	22.2	12.4	18	10.1	15.6	9.1	12	7.3
Gram	0.2	0.2	0.1	0.1	0.1	0.1	0.2	0.1	0.2	0.1
Cereal substitutes	0.1	0.1	0.1	0	0.1	0	0.1	0	0.1	0.1
Pulses and products	3.8	3	3.8	2.8	3.1	2.1	3.7	2.7	3.1	2.1
Milk and products	9.5	9.8	8.8	8.7	8.5	7.9	8.6	7.8	9.1	7.8
Edible oil	4.4	4.4	3.7	3.1	4.6	3.5	3.7	2.6	3.8	2.7
Egg, fish and meat	3.3	3.4	3.3	3.1	3.3	2.7	3.5	2.7	3.6	2.8
Vegetables	6	5.5	6.2	5.1	6.1	4.5	6.2	4.3	4.8	3.4
Fruits and nuts	1.7	2.7	1.7	2.4	1.9	2.2	1.6	2.1	1.9	2.3
Sugar	3.1	2.4	2.4	1.6	2.4	1.5	2.4	1.5	1.8	1.2
Salt and spices	2.7	2	3	2.2	2.5	1.7	2.4	1.5	2.4	1.7
Beverages	4.2	7.2	4.2	6.4	4.5	6.2	5.6	6.3	5.8	7.1

Note: All estimates based on uniform recall period of 30 days (except for 1999, for which 30-day uniform recall period data is unavailable) Source: NSSO

Traditionally, Indian life style has a predilection for fresh F AND V or those processed at home. On the contrary, surveys indicate a consistently **low consumption** of F AND V. Avg. household consumption of F AND V indicate 149 (fruits: 20) to 152 (fruits: 27) during this decade though far below the recommended intake but slightly better from the previous survey (120-140 g/capita/day).(15,16,17) Annual consumption (kg/person/annum) of fruits was 9.6 (rural), 15.6 (urban) and 11.8 (India) while it was 74.3 (rural), 79.1 (urban), 76.1 (India) for vegetables.(18) According to latest National Sample Survey Office (NSSO) survey revealed that out of 1000 household in India, vegetable consumption was reported by 983 (rural) and 932 (urban) whereas fruits by 608 (rural) and 777 (urban) residents (11)

Fruits and vegetables: India with its current production of around 32 million MT of fruit, accounts for about 8% of the world's fruit production. The diverse agro-climatic zones the country make it possible to grow almost all varieties of fresh fruits and vegetables. The diverse agro-climatic zones in the country make it possible to grow all varieties of fruits and vegetables in India. The fruit production in India has recorded a growth rate of 3.9% whereas the fruit processing sector has grown 20% per annum. However the growth rates have been extensively higher for

frozen fruits and vegetables (121%) and dehydrated fruits and vegetables (24%). There exist 4000 fruit processing units in India with an aggregate capacity of more than 12 lakh MT (less than 4% of total fruits produced). It is estimated around 20% of the production of processed fruits is meant for exports, the rest caters to defence, institional sectors and household consumption. Mango and mango based products constitute 50% of exports. [11]

India is the second largest producer of vegetables in the world (ranks next to China) and accounts for about 15% of the worlds production of vegetables. The current production level is over 71 million MT and the total area under vegetables cultivation is around 6.2 million hectares which is about 3% of the total area under cultivation in the country. In case of vegetables potato, tomato, onion, cabbage and cauliflower account for 60% of the total production in the country. [11]

Changing consumption pattern for grains and cereals

Grains and Cereals : the Indian Breakfast cereal market was pegged at $139m for 2012 with market growth doubling over the last 6 years according to new Mintel research. The market is currently brand led and comprise ready to eat adult cold cereals that represent 40% of the market, children cold cereal 20% and hot cereals 40% [6]

Fisheries consumption in India :

Fisheries: Fishing in India contributed over 1 percent of India's annual gross domestic product in 2008.Fishing in India employs about 14.5 million people. The country's rich marine and inland water resources, fisheries and aquaculture offer an attractive and promising sector for employment, livelihood, and food security. . Fish products from India are well received by almost half of world's countries, creating export-driven employment opportunities in India and greater food security for the world. According to the food and Agriculture organization (FAO) of the United nations, fish output in India doubled between 1990 and 2010. [16]

Meat and poultry: India is the fifth largest producer of eggs and ninth largest producer of poultry meat amongst all countries. [12]

Food retail:

Food and groceries form major portion (75%) of the retail pie. However, it has the lowest level of penetration of 1% in organized retail. Branded foods market size is growing at 15- 20%. Big names in the retail industry include Aditya Birla Group, Reliance retail, RPG etc.

Source: www.businessstandard.com

Top food processing companies in India (10)

Company name	Establishment	Leading brand in
Nestle India	1866 (in Vevey, Switzerland)	food, packaged water, coffee, confectionery, dairy products, snack and juice.
Parle Agro	1984	beverages, water and food.
Britannia Industries Ltd.	1892	bread, cake, bakery and Dairy products.
GlaxoSmithKline Consumer Healthcare	2000	significant presence in pharmaceutical and biology industry. The company's consumer healthcare division is offering various food products and energy drinks including Horlicks, Viva, Boost etc
Cadbury India Ltd.	1824	Chocolate confectionary
Kwality Dairy India Ltd.	1992	It is a dairy product company involved in milk processing, ghee and other milk products manufacturing
Rasna International Private Limited	1993	soft drinks concentrates, Instant drink powder and packaged drinking products.
Vadilal Industries ltd.	1907	Dairy and processed foods

Source : Dabur India Case study-3-68

(Source : India-FMCG-Sector-report-may-2014-16-638)

Few Facts about Companies and their growth in the sales

Currently the ice cream industry in India is worth $2000 crores. The ice cream market has witnessed steady growth over the last few decades. The per capita consumption of ice cream in India is about 300 ml. as compared to the world average of 2.3 liters per annum. [13]

Parle Agro's Frooti is India's first national mango drink and has 85% market share in the tetra pack segment. [8]

Rasna claims 92.7% market share in non carbonated soft drink concentrate powder [9]

Conclusion

The changing consumption pattern of Indians has a dominant effect on the increase in the growth of Food and Beverage sector.

Convenience, sophistication and health are few factors which are directly linked with the increased sales and thereby profits for the food and beverage industry in India. A latest research noted that consumer expenses in India are set to increase by 13% each year for the next 3 years. The dynamic demography and the population (which is 17% of the global population) attract huge investments from the leading companies in the food and beverage market. India is largest by Purchasing power parity. Increase in the disposable income is one of the prominent factors.

Convenience of ordering online is changing the entire scenario of price competition and organizations will have to design and initiate ways to offer to the markets differently.

Age structure, educational levels are the prime factors for increasing demand levels for the food and beverage sector.

India accounts for less than 1.5% of International food trade despite being one of the worlds major food producers, which indicates a huge potential for both investors and exporters.

Recommendations

A total of 8 prominent organizations are part of the study. Indianizing has to do with the price levels.
All the organizations need to continuously study the market which is dynamic in nature in India. Customization as per the culture and the needs of the consumer would be the strategy for near future for all these companies. Acknowledging culture and designing the strategies which suit the Indian markets will yield more profits for the organizations. All the organizations need to make their products or offerings relevant and only then they could connect to the Indian Consumer.

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Financial Appraisal Of Cooperative Credit Societies/ Patansthas With Special Reference To Various Financial Services.

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ABSTRACT :

India is always been known in the world for its Rural Based Economy as nearly **65%** of its population is dependent on Agriculture & other rural businesses. Although such a huge dependence is seen till only 12.5% of Indian GDP comes through it.

The major reason of such a poor performance of rural economy in National Income generation is that, many of the rural peoples are facing a problem of availability of Finance through formal means like Banks & Other Financial Institutions at cheaper rates & in abundance. Till recently Private money lenders have played a vital role in Rural Finance outcome of which is Increased Suicide Cases in Rural India.

One major player of Indian Financial System who has tried its level best to improve the situation was Co-operative Credit Society. Co-operative credit societies have served its purpose of providing Rural Finance through various schemes at subsidized rates in rural tiny places of Indian periphery. Co-operative credit societies have provided services targeting varied social & economic needs like-

a) Education,
b) Marriage,
c) Healthcare,
d) Agriculture,
e) New business set up etc.

Although such a major role is been played by co-operative credit societies till rural economy has failed to catch high growth pace, hence it becomes inevitable to study the co-operative movement in order to understand the game which in turn can help in boosting the Cooperative credit societies/patsansthas performance. Hence the present study is aimed at measuring the performance of various service products been provided by them such as-

- DD,
- RTGS,
- NEFT,
- Core Banking,
- Mobile Banking etc.

Key Words: Cooperative Bank, Bank Indebtedness, Financial Performance, Credit Issuance, Loan, E Banking, Debit Cards.

INTRODUCTION:

Co-operative banks are the banks operating mainly in the rural economy and are aimed at maximizing the societal benefits through the principle of Cooperation. The Cooperatives can be best described as the organizations with-

- Small Size
- Serves mainly to the rural based tiny customers with poor financial conditions
- Small Sized Financial Products.
- Concerned mainly with Individual/Family or Small group Financing.
- Under the Regulatory Framework of Cooperative Trusts Act.
- Elected Directors to look after the strategic decision making.
- Mainly working in Common Localities and
- Believes on Principle of Cooperation.

These banks provide most services such as savings and current accounts, safe deposit lockers, loan or mortgages to private and business customers. For middle class users, for whom a bank is where they can save their money, facilities like Internet banking or phone banking is not very important. Although they are not better than private banks in terms of facilities provided, their interest rates are definitely competitive. However, unlike private banks, the documentation process is lengthy if not stringent and getting a loan approved quickly is rather difficult. The criteria for getting a loan from a Cooperative are less stringent than for a loan from a commercial bank.

OBJECTIVES OF THE STUDY:

- To study and analyze various services of cooperative credit societies / patsansthas.
- To perform financial appraisal of various services of cooperative credit societies/ patsansthas.
- To suggest the appropriate measures to improve the efficiency of the cooperative credit societies /patsansthas.

REVIEW OF THE LITERATURE:

Various studies conducted and numerous suggestions were sought to bring effectiveness in the working and operations of financial institutions.

- Narsimham Committee (1991) emphasized on capital adequacy and liquidity,
- Padamanabhan Committee (1995) suggested CAMEL rating (in the form of ratios) to evaluate financial and operational efficiency,
- Tarapore Committee (1997) talked about Non-performing assets and asset quality,
- Kannan Committee (1998) opined about working capital and lending methods,
- Basel committee (1998 and revised in 2001) recommended capital adequacy norms and risk management measures.
- Kapoor Committee (1998) recommended for credit delivery system and credit guarantee and
- Verma Committee (1999) recommended seven parameters (ratios) to judge financial performance and several other committees constituted by Reserve Bank of India to bring reforms in the banking sector by emphasizing on the improvement in the financial health of the banks.

Experts suggested various tools and techniques for effective analysis and interpretation of the financial and operational aspects of the financial institutions specifically banks. These have focus on the analysis of financial viability and credit worthiness of money lending institutions with a view to predict corporate failures and incipient incidence of bankruptcy among these institutions.

Bhaskaran and Josh (2005) concluded that the recovery performance of co-operative credit institutions continues to unsatisfactory which contributes to the growth of NPA even after the introduction of prudential regulations. They suggested legislative and policy prescriptions to make co-operative credit institutions more efficient, productive and profitable organization in tune with competitive commercial banking.

Jain (2008) has done a comparative performance analysis of District Central Co- operative Banks (DCCBs) of Western India, namely Maharashtra, Gujarat and Rajasthan and found that DCCBs of Rajasthan have performed better in profitability and liquidity as compared to Gujarat and Maharashtra.

Singh and Singh (2012) studied the funds management in the District Central Co- operative Banks (DCCBs) of Punjab with specific reference to the analysis of financial margin. It noted that a higher proportion of own funds and the recovery concerns have resulted in the increased margin of the Central Co-operative Banks and thus had a larger provision for non-performing assets.

Mavaluri, Boppana and Nagarjuna (2015) suggested that performance of banking in terms of profitability, productivity, asset quality and financial management has become important to stable the economy. They found that public sector banks have been more efficient than other banks operating in India.

RESEARCH METHODOLOGY:

- **Type of Research –** Descriptive research via Questionnaire analysis and Interviewing.
- **Collection of data:**
- **Primary Data**

1. Interview Method
2. Structured Questionnaire

- **Secondary Data**

1. Annual reports of the bank
2. Internet

- **SAMPLE UNIT:**
- The Study population includes the Certified Auditors of various Cooperative credit societies/ patsansthas.
- **SAMPLE SIZE:**

- 10 Respondents

DATA ANALYSIS AND INTERPRETATION:

1) Demand Draft:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document ation	Service Period
01	01	**03**	**02**	**05**	**02**	**03**	**04**
02	02	**07**	**03**	**09**	**10**	**09**	**01**
03	03	**10**	**14**	**12**	**11**	**15**	**17**
04	04	**13**	**17**	**09**	**16**	**13**	**16**
05	05	**07**	**04**	**05**	**01**	**00**	**02**

Interpretation:

- 50% Respondents believe Demand Draft Facility of Patsansthas to be highly safe.
- Almost 50% Respondents believe Commission to be very negligible on Demand Draft Schemes of Various Patsansthas.
- Almost 42% Respondents believe Quality to be very Good in case of Demand Draft Service.
- 45% Respondents believe Demand Draft to be Good in Claim Settlement (Service Period)

2) RTGS:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document ation	Service Period
01	01	**01**	**00**	**02**	**01**	**02**	**01**
02	02	**02**	**01**	**03**	**02**	**04**	**03**
03	03	**09**	**04**	**06**	**07**	**06**	**06**
04	04	**06**	**12**	**08**	**04**	**07**	**08**
05	05	**02**	**03**	**01**	**06**	**01**	**02**

Interpretation:

- Almost 45% Respondents believe RTGS Service to be Average on the Scale of Risk factor.
- 75% Respondents are rating High Numbers for Commissions charged under RTGS by various Patsansthas.
- 45% Respondents are happy with Service Quality of RTGS of Various Patsansthas.
- Almost 30% Respondents scored less marks to RTGS under Documentation Variable.

3) NEFT:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document Ation	Service Period
01	01	**01**	**01**	**00**	**01**	**03**	**02**
02	02	**01**	**00**	**01**	**01**	**01**	**01**
03	03	**03**	**02**	**05**	**05**	**04**	**06**
04	04	**04**	**06**	**02**	**02**	**00**	**01**
05	05	**01**	**01**	**02**	**01**	**02**	**00**

Interpretation:

- Almost 50% Respondents believe NEFT to be less Risky Service offered by Patsansthas.
- 70% Respondents believe that Commission on NEFT Services is very low by Patsansthas.
- 60% Respondents are not happy with NEFT Service Quality by various Patsansthas.

- 30% Respondents believe Service Period to be below Category offered by Patsansthas.

4) Bill Payments:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document Ation	Service Period
01	01	**01**	**01**	**00**	**01**	**02**	**03**
02	02	**02**	**01**	**02**	**01**	**00**	**01**
03	03	**05**	**04**	**03**	**02**	**02**	**03**
04	04	**09**	**12**	**14**	**13**	**12**	**11**
05	05	**03**	**02**	**01**	**03**	**04**	**02**

Interpretation:

- Almost 60% Respondents believe Utility Bill Payment Services to be less Risky.
- 70% Respondents are happy with Commission charged under Utility Payment Services.
- 75% Respondents are very happy with Utility Bill Payment services by various Patsansthas.
- 65% Respondents are pleased with Service Period involved in Utility Bill Payments.

5) Core Banking:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document Ation	Service Period
01	01	**01**	**01**	**00**	**02**	**03**	**02**
02	02	**03**	**01**	**03**	**04**	**01**	**01**
03	03	**05**	**07**	**04**	**01**	**04**	**07**
04	04	**08**	**10**	**09**	**12**	**08**	**09**
05	05	**03**	**01**	**04**	**01**	**04**	**01**

Interpretation:

- 55% Respondents believes Core Banking to be safer service of Patsansthas.
- 55% Respondents believe Commissions are fair so far as Core Banking is concerned.
- 65% Respondents are happy with the Core Banking Service Quality.
- 50% Respondents are satisfied with the Core Banking Service Promptness.

6) Mobile Banking:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document Ation	Service Period
01	01	**02**	**01**	**01**	**04**	**03**	**01**
02	02	**04**	**07**	**04**	**02**	**05**	**04**
03	03	**09**	**11**	**12**	**13**	**09**	**02**
04	04	**08**	**09**	**11**	**07**	**12**	**15**
05	05	**07**	**02**	**02**	**04**	**01**	**08**

Interpretation:

- 30% Respondents believe that Mobile Banking of Patsanshas is a safer service.
- Almost 43% Respondents are Happy with Service Quality of Mobile Banking.
- 43% Respondents believe that Time Period variant of Mobile Banking is of Average Quality
- Documentation found to be standardized in Mobile banking by 43% Respondents.

7) Online Banking:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document ation	Service Period
01	01	**01**	**03**	**01**	**01**	**00**	**01**
02	02	**01**	**04**	**01**	**01**	**03**	**01**
03	03	**07**	**08**	**10**	**07**	**09**	**07**
04	04	**08**	**04**	**07**	**11**	**06**	**08**
05	05	**03**	**01**	**01**	**00**	**02**	**03**

Interpretation:

- 55% Respondents believe Internet Banking to be a safer function of Patsansthas.
- 40% Respondents believe Commission amount to be of Average Expensive Nature regarding Internet Banking.
- Almost 50% Respondents believe Service Quality of Internet Banking to be Average.
- 55% Respondents believe Time Period of Internet Banking to be highly satisfied.

8) ATM Facility:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document Ation	Service Period
01	01	**02**	**01**	**02**	**01**	**01**	**01**
02	02	**06**	**03**	**06**	**02**	**03**	**03**
03	03	**03**	**10**	**09**	**04**	**05**	**04**
04	04	**06**	**02**	**03**	**11**	**08**	**07**
05	05	**03**	**04**	**00**	**02**	**03**	**05**

Interpretation:

- Almost 40% Respondents believe that using ATM services of Patsansthas are Risky.
- 30% Respondents are happy with the ATM Charges of Patsanstha ATM Facility.
- Almost 40% Respondents believe Service Quality of Patsanstha ATMs is poor.
- 55% Respondents believe that Documentation norms of Patsanstha ATM Facility are Good.

9) Locker Facility:

Sr. No.	Mark	Risk	Charges	Service Quality	Time Period	Document ation	Service Period
01	01	**01**	**01**	**01**	**01**	**02**	**01**
02	02	**02**	**02**	**01**	**02**	**01**	**02**
03	03	**01**	**02**	**03**	**02**	**02**	**04**
04	04	**05**	**01**	**03**	**04**	**02**	**01**
05	05	**01**	**04**	**02**	**01**	**03**	**02**

Interpretation:

- 60% Respondents believe Locker Facility of Patsansthas to be Risk Free.
- 50% Respondents believe that Locker Facility Charges of Patsansthas are fair.
- 50% Respondents believes that Time Period variant of Locker Facility is good.
- 50% Respondents says Documentation norms of Patsansthas are simple and standard.

FINDINGS OF THE STUDY:

- Demand Draft Facility of Patsansthas is found to be highly safe (50% Response).
- Respondents believe that RTGS Service of Cooperative credit societies/patsansthas is of average quality (45% Response).
- RTGS service by Cooperative credit societies/patsansthas is found to be risk free. (50% Response)
- Commission charged on NEFT Service by Cooperative credit societies/patsansthas is very low as compared to National/Private banking firms.
- NEFT Service Quality of Cooperative credit societies/patsansthas is found to be of low Quality (75% Response)
- Core banking service of Cooperative credit societies/patsansthas is of average nature (55% Response).
- Time Period requirement feature of Mobile Banking is of Average Quality (43% Count)
- Service Quality of Internet Banking is of Average Nature (50% Response).
- Service Quality of ATM of Cooperative credit societies/patsansthas is poor in nature.
- Locker Facility Charges of Patsansthas are very attractive in nature. (50% Response).

SUGGESTIONS:

- Cooperative credit societies/patsansthas should improve RTGS service quality.
- Core banking Quality of Cooperative credit societies needs to be improved.

- Time Period requirement in case of Mobile Banking needs to be minimized.
- Service Quality of Internet Banking should be enhanced by Cooperative credit societies/patsansthas.
- Service Quality of ATM's of Cooperative credit societies/ patsansthas should be improved.

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Investigation of Stock Index as a barometer of leading Asian Economies

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ABSTRACT

Fundamental Analysts view stock market as a leading indicator of Economy whereas theories like Efficient Market Hypothesis talks about stock prices to be Random and thus market is efficient. Thus, the paper here attempts to investigate the relationship between the macro-economic indicators of Top 3 Asian countries like GDP, WPI/CPI and IIP with the Stock Index of the respective country. There is multitude of factors causing impact on the stock index movement apart from economic indicators. The statement "Stock index as a barometer of economy" is thus questionable. The paper thus tries to find out the relationship amongst the variables using Correlation, Multiple Regression model & Granger Causality Test.

Keywords: Barometer, Leading indicator, Granger causality test, Regression, correlation, China, Japan, India

Introduction:

Most of the Research Analyst works on a combination of Economic, Industry and Company Analysis to obtain a stock's Intrinsic Value and predict the future value. Economic Analysis studies the general economic factors that evaluate the security's value. Stock market is considered to be a vital part of the economy. When the level of economic activity in the country is low, stock prices are low and when the level of economic activity is high, it reflects a booming outlook for the sales and profits of firms. There are lot of macro-economic factors affecting economy like GDP, Savings & investment, Inflation, Interest Rates, Budget & Fiscal deficit, FIIs, FDIs, Balance of payments, infrastructure, etc.

Any economic variable that predicts the future of financial or economic trends is called an economic indicator. The purpose of indicator is to make an early diagnosis of the turning points of business cycle. Basically, economic indicators are classified into 3 parts : Leading, Lagging and Co-incidental indicator.

What is going to happen in the economy is indicated by the Leading indicators. Along with fiscal policy, monetary policy, productivity, rainfall, etc. Stock market is also considered to be a leading indicator which means that rise of market index shows that economy is heading towards recovery.

The state of economy is indicated by the coincidental indicators. They are GNP, interest rates industrial production, and reserve funds. Lagging indicators reflect the changes occurring in the leading & coincidental indicators. Generally the lagging indicators are Consumer Price Index, unemployment rate and flow of foreign funds.

There are many theoretical bases for considering stock market as a leading indicator of economy. One of the valuation models is Gordon's Constant growth Model which recognizes the value of share of common stock as present value of expected future dividends. Thus, if stock prices depend upon expected dividends and dividends depend upon profitability of firms, then stock prices should symbolize the expectations held by investors. However this is a forward looking case whereby the reliability of investors' forecast is questionable.

Another theory is the Dow Theory was developed by Charles H. Dow, refined by William Hamilton and was articulated by Robert Rhea. The Dow Theory addresses not only technical analysis and price action, but also market philosophy. Charles Dow is credited with developing the Dow Theory, however it was S.A. Nelson and William Hamilton who later refined the theory into what it is today. Nelson wrote "The ABC of Stock Speculation" and was the first to actually use the term "Dow theory." Hamilton further refined the theory through a series of articles in The Wall Street Journal from 1902 to 1929. Hamilton also wrote an article on The Stock Market Barometer in 1922, which explains the theory in detail. The theory assumes that the market discounts everything.

In light of all these theories which support the statement of Stock market as a barometer of economy, the paper tries to investigate whether there is any correlation between the economic indicators and stock index.

Objectives of the study:

- To find out the correlation between economic indicators & Stock index.
- To find out the relationship between GDP, Inflation and IIP as Economic indicators and Stock Index.
- To investigate the causal relationship between Economy & Stock Index.

Hypothesis:

China

1. Ho: SSE does not Granger Cause China GDP
   H1: SSE Granger Causes China GDP
2. Ho: China GDP does not Granger Cause SSE
   H1: China GDP Granger Causes SSE
3. Ho: SSE does not Granger Cause China CPI
   H1: SSE Granger Causes China CPI
4. Ho: China CPI does not Granger Cause SSE
   H1: China CPI Granger Causes SSE
5. Ho: SSE does not Granger Cause China IIP
   H1: SSE Granger Causes China IIP
6. Ho: China IIP does not Granger Cause SSE
   H1: China IIP Granger Causes SSE

Japan

7. Ho: NIKKEI does not Granger Cause Japanese GDP
   H1: NIKKEI Granger Causes Japanese GDP
8. Ho: Japanese GDP does not Granger Cause NIKKEI
   H1: Japanese GDP Granger Causes NIKKEI
9. Ho: NIKKEI does not Granger Cause Japanese CPI
   H1: NIKKEI Granger Causes Japanese CPI
10. Ho: Japanese CPI does not Granger Cause NIKKEI
    H1: Japanese CPI Granger Causes NIKKEI
11. Ho: NIKKEI does not Granger Cause Japanese IIP
    H1: NIKKEI Granger Causes Japanese IIP
12. Ho: Japanese IIP does not Granger Cause NIKKEI
    H1: Japanese IIP Granger Causes NIKKEI

India

13. Ho: SENSEX does not Granger Cause Indian GDP
    H1: SENSEX Granger Causes Indian GDP
14. Ho: Indian GDP does not Granger Cause SENSEX
    H1: Indian GDP Granger Causes SENSEX
15. Ho: SENSEX does not Granger Cause Indian WPI
    H1: SENSEX Granger Causes Indian WPI
16. Ho: WPI does not Granger Cause SENSEX
    H1: WPI Granger Causes SENSEX
17. Ho: SENSEX does not Granger Cause Indian IIP
    H1: SENSEX Granger Causes Indian IIP
18. Ho: IIP does not Granger Cause SENSEX
    H1: IIP Granger Causes SENSEX

Literature review:

Gevit Duca in the paper **"The relationship between the stock market and the economy: Experience from International Financial Markets"** published in Bank of Valletta Review, No. 36, Autumn 2007 talks about the causal inspection of stock market prices and GDP in developed market economies reveals that they tend to move together over time. The study uses the data of top ten stock markets of the world. The author concludes that there is a unidirectional causality between stock prices and GDP which implies that the level of economic activity in a country can potentially depend upon the stock market amongst other variables.

Mr. Sauabh Singh, Dr. L.K. Tripathi and Kirti Lalwani in their paper on **"An Empirical study of impact of exchange rate & inflation rate on performance of BSE Sensex"** published in SAJMR Spectrum: A journal of Multidisciplinary Research Vol. No. 1 Issue 3, June 2012, ISSN 2278-0637 tries to examine the primary factors responsible for affecting BSE in India. The results suggest that Inflation Rate & exchange rate significantly affect the performance of BSE Sensex.

Research Methodology:

The research design here is descriptive and causal both since it used the historical data in order to find out the cause effect relationship amongst the variable. For the purpose of this study 4 variables are used each from top 3 Asian countries based on GDP viz. China, Japan and India. 3 of them are the economic indicators i.e. GDP, Inflation and IIP whereas fourth variable is the Stock Index of the respective country like Shanghai Stock Exchange (SSE) of China, NIKKEI of Japan and SENSEX of India. The stock index is selected based on the market capitalization. The research has been conducted on 15 years quarterly data for all the 4 variables i.e. the period starting from the year 2000 to 2015. Correlation coefficient was calculated amongst all the variables with special focus on correlation of economic indicator with the respective stock index.

Multiple Regression model was used in order to derive the relationship between Stock index as a dependant variable and the economic indicators viz. GDP, Inflation and IIP as the Independent variables. The equation is as shown below:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3}$$

Where,

Y = Return of Stock Index
α = Intercept
β_1 =Slope of GDP
β_2 =Slope of Inflation
B_3 =Slope of IIP
X_1 =GDP
X_2 =WPI/CPI
X_3 =IIP

Granger causality test was applied in order to check if there is any causal relationship amongst the different economic indicators & Stock Index using lag 4. The Granger causality test is a statistical hypothesis test for determining whether one time series is useful in forecasting another, The test was first proposed in 1969. Ordinarily, regressions reflect "mere" correlations, but Clive Granger argued that causality in economics could be tested by measuring the ability to predict the future values of a time series using prior values of another time series.

Data Analysis:

Correlation between the economic variables & Stock Index

Table 1.1 shown below indicates the correlation between the economic variables of China like GDP, CPI, IIP & SSE being the largest stock index based on Market capitalization.

Table No. 1.1

Correlation coefficient	China GDP	China CPI	China IIP	SSE
China GDP	1	0.094	0.104	0.064
China CPI	0.094	1	-0.126	0.028
China IIP	0.104	-0.126	1	0.061
SSE	0.064	0.028	0.061	1

Table 1.2 shown below indicates the correlation between the economic variables of Japan like GDP, CPI, IIP & NIKKEI being the largest stock index based on Market capitalization.

Table No. 1.2

Correlation coefficient	Japan GDP	Japan CPI	Japan IIP	NIKKEI
Japan GDP	1	0.121	-0.231	0.309
Japan CPI	0.121	1	-0.176	0.118
Japan IIP	-0.231	-0.176	1	-0.300
NIKKEI	0.309	0.118	-0.300	1

Table 1.3 shown below indicates the correlation between the economic variables of India like GDP, WPI, IIP & SENSEX being the largest stock index based on Market capitalization.

Table No. 1.3

Correlation coefficient	India GDP	India WPI	India IIP	SENSEX
India GDP	1	0.106	-0.066	0.037
India WPI	0.106	1	-0.048	-0.076

India IIP	-0.066	-0.048	1	0.284
SENSEX	0.037	-0.076	0.284	1

The correlation coefficient value in almost all the cases shown above in Table 1.1, 1.2 & 1.3 is below 0.3 which indicates a very minimal relationship between the 3 economic variables & Stock Index of all 3 countries.

Multiple Regression Model:

Table 2.1

Regression Statistics for China	
Multiple R	**0.1169**
R Square	**0.0137**
Adjusted R Square	**-0.0401**
Standard Error	**0.1674**
Observations	**59.0000**

ANOVA

	df	***SS***	***MS***	***F***	***Significance F***
Regression	**3**	**0.0213**	**0.0071**	**0.2539**	**0.8583**
Residual	**55**	**1.5415**	**0.0280**		
Total	**58**	**1.5628**			

	Coefficients	***Standard Error***	***t Stat***	***P-value***	***Lower 95%***	***Upper 95%***	***Lower 95.0%***	***Upper 95.0%***
Intercept	**0.0182**	**0.0235**	**0.7742**	**0.4421**	**-0.0290**	**0.0654**	**-0.0290**	**0.0654**
China GDP	**0.1147**	**0.2024**	**0.5666**	**0.5733**	**-0.2910**	**0.5203**	**-0.2910**	**0.5203**
China CPI	**0.0037**	**0.0165**	**0.2262**	**0.8219**	**-0.0293**	**0.0368**	**-0.0290**	**0.0368**
China IIP	**1.2030**	**2.0927**	**0.5748**	**0.5677**	**-2.9909**	**5.3969**	**-2.9909**	**5.3969**

In an attempt to check if at all economic variables have any effect on Stock Index, the Multiple Regression was used. The results of the Multiple regression for China shown in Table 2.1 indicate that the value of Multiple R & R Square are very less. R square is only 13.7% which indicates that only 13.7% of variation is shown by GDP, CPI & IIP in dependant variable i.e. Shanghai Stock Exchange. Secondly, the P values of China's GDP, CPI & IIP are 0.5733,0.8219 & 0.5677 which is far above the 0.05 level which indicates that the group of independent variables does not show a statistically significant relationship with the dependent variable, or that the group of independent variables does not reliably predict the dependent variable.

Table 2.2

Regression Statistics of Japan	
Multiple R	0.3911
R Square	0.1530
Adjusted R Square	0.1092
Standard Error	0.1026
Observations	**59**

ANOVA

	df	***SS***	***MS***	***F***	***Significance F***
Regression	**3**	**0.1104**	**0.0368**	**3.4920**	**0.0212**
Residual	**58**	**0.6110**	**0.0105**		
Total	**61**	**0.7214**			

	Coefficients	***Standard Error***	***t Stat***	***P-value***	***Lower 95%***	***Upper 95%***	***Lower 95.0%***	***Upper 95.0%***

Intercept	**-0.0016**	**0.0134**	**-0.1184**	**0.9061**	**-0.0284**	**0.0252**	**-0.0284**	**0.0252**
Japan GDP	**2.6031**	**1.3009**	**2.0010**	**0.0501**	**-0.0009**	**5.2070**	**-0.0009**	**5.2070**
Japan CPI	**0.9839**	**2.5990**	**0.3786**	**0.7064**	**-4.2186**	**6.1864**	**-4.2186**	**6.1864**
Japan IIP	**-0.0138**	**0.0074**	**-1.8658**	**0.0671**	**-0.0285**	**0.0010**	**-0.0285**	**0.0010**

Interpretation:

The results of the Multiple regression for Japan shown in 2.2 indicate that the value of Multiple R & R Square are very less. Multiple R & R square are 39.11% & 15.30% respectively which indicates that only 15.30% of variation is shown by GDP, CPI & IIP in dependant variable i.e. NIKKEI. Secondly, the P values of Japan's GDP, CPI & IIP are 0.0501, 0.7064 & 0.0671 which is far above the 0.05 level which indicates that the group of independent variables does not show a statistically significant relationship with the dependent variable, or that the group of independent variables does not reliably predict the dependent variable.

Table 2.3

Regression Statistics of India	
Multiple R	**0.2965**
R Square	**0.0879**
Adjusted R Square	**0.0399**
Standard Error	**0.0808**
Observations	**59**

ANOVA

	df	***SS***	***MS***	***F***	***Significance F***
Regression	**3**	**0.0359**	**0.0120**	**1.8312**	**0.1518**
Residual	**57**	**0.3726**	**0.0065**		
Total	**60**	**0.4085**			

	Coefficients	***Standard Error***	***t Stat***	***P-value***	***Lower 95%***	***Upper 95%***	***Lower 95.0%***	***Upper 95.0%***
Intercept	**0.0288**	**0.0111**	**2.5973**	**0.0119**	**0.0066**	**0.0509**	**0.0066**	**0.0509**
India GDP	**0.0569**	**0.1149**	**0.4950**	**0.6225**	**-0.1732**	**0.2870**	**-0.173**	**0.2870**
India WPI	**-0.0946**	**0.1700**	**-0.5566**	**0.5800**	**-0.4351**	**0.2459**	**-0.435**	**0.2459**
India IIP	**0.4008**	**0.1795**	**2.2327**	**0.0295**	**0.0413**	**0.7602**	**0.0413**	**0.7602**

Interpretation:

The results of the Multiple regression for India shown in Table 2.3 indicate that the value of Multiple R & R Square are very less i.e. 29.65% & 8.75% R square indicates that only 8.75% of variation is shown by GDP, CPI & IIP in dependant variable i.e. Shanghai Stock Exchange. Secondly, the P values of India's GDP, WPI & IIP are 0.6225, 0.5800 & 0.0295 which is far above the 0.05 level which indicates that the group of independent variables does not show a statistically significant relationship with the dependent variable, or that the group of independent variables does not reliably predict the dependent variable.

Granger Causality Test:

Table 3.1 Granger Causality Test Result for SSE & GDP

Pairwise Granger Causality Tests Date: 01/15/16 Time: 17:51 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SSE does not Granger Cause China GDP	60	1.9175	0.1220

China GDP does not Granger Cause SSE		0.9431	0.4469

Table 3.2 Granger Causality Test Result for SSE & CPI

Pairwise Granger Causality Tests Date: 01/15/16 Time: 17:53 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SSE does not Granger Cause China CPI	60	5.1294	0.0016
China CPI does not Granger Cause SSE		0.7902	0.5374

Table 3.3 Granger Causality Test Result for SSE & IIP

Pairwise Granger Causality Tests Date: 01/15/16 Time: 17:55 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SSE does not Granger Cause China IIP	60	3.4966	0.0137
China IIP does not Granger Cause SSE		1.9197	0.1220

Interpretation:

Granger Causality Test Result in Table 3.1, 3.2 & 3.3 shows the P-value for China in almost all cases is greater than 0.05 except for the Null Hypothesis of SSE does not cause CPI & IIP which gets rejected. Rest all Null Hypothesis are accepted indicating no causal relationship amongst the economic indicators and SSE.

Table 4.1 Granger Causality Test Result for NIKKEI & GDP

Pairwise Granger Causality Tests Date: 01/15/16 Time: 17:58 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
NIKKEI does not Granger Cause Japanese GDP	60	1.4514	0.2311
Japanese GDP does not Granger Cause NIKKEI		0.4250	0.7899

Table 4.2 Granger Causality Test Result for NIKKEI & CPI

Pairwise Granger Causality Tests Date: 01/15/16 Time: 17:58 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
NIKKEI does not Granger Cause Japanese CPI	60	2.4894	0.0550
Japanese CPI does not Granger Cause NIKKEI		1.8575	0.1326

Table 4.3 Granger Causality Test Result for NIKKEI & IIP

Pairwise Granger Causality Tests Date: 01/15/16 Time: 18:01 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
NIKKEI does not Granger Cause Japanese IIP	60	2.0584	0.1003
Japanese IIP does not Granger Cause NIKKEI		0.6439	0.6337

Interpretation:

Granger Causality Test Result in Table 4.1, 4.2 & 4.3 shows the P-value for Japan in all the cases is greater than 0.05 indicating no causal relationship amongst any of the economic indicators and NIKKEI.

Table 5.1 Granger Causality Test Result for SENSEX & GDP

Pairwise Granger Causality Tests Date: 01/13/16 Time: 18:08 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SENSEX does not Granger Cause Indian GDP	60	1.6297	0.1814

Indian GDP does not Granger Cause SENSEX		1.9382	0.1186

Table 5.2 Granger Causality Test Result for SENSEX & WPI

Pairwise Granger Causality Tests Date: 01/13/16 Time: 18:15 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SENSEX does not Granger Cause Indian WPI	60	0.1635	0.9558
Indian WPI does not Granger Cause SENSEX		0.4340	0.7834

Table 5.3 Granger Causality Test Result for SENSEX & IIP

Pairwise Granger Causality Tests Date: 01/13/16 Time: 18:28 Sample: 2000Q1 to 2015Q4 Lags : 4			
Null Hypothesis:	Obs	F-Statistics	Prob.
SENSEX does not Granger Cause Indian IIP	60	3.0834	0.0240
Indian IIP does not Granger Cause SENSEX		0.6061	0.6601

Interpretation:

Granger Causality Test Result in Table 5.1, 5.2 & 5.3 shows the P-value for India in almost all cases is greater than 0.05 except for the Null Hypothesis of SENSEX does not cause IIP which gets rejected. Rest all Null Hypothesis are accepted indicating no causal relationship amongst the economic indicators and SENSEX.

The Null Hypothesis in Granger Causality Test in almost all the case gets accepted. Only in 3 cases it gets rejected which raises a question on the reliability of the fact that stock index is the barometer of economy. Even this test proves that the reverse too is not true. Since its tests the causes both way like whether GDP causes Index or Index causes GDP.

Table No. 6

Null Hypothesis statements	**P Value**	**Hypothesis Testing**
Ho: SSE does not Granger Cause China GDP	0.122	Ho Accepted
Ho: China GDP does not Granger Cause SSE	0.4469	Ho Accepted
Ho: SSE does not Granger Cause China CPI	**0.0016***	**Ho Rejected**
Ho: China CPI does not Granger Cause SSE	0.5374	Ho Accepted
Ho: SSE does not Granger Cause China IIP	**0.0137***	**Ho Rejected**
Ho: China IIP does not Granger Cause SSE	0.122	Ho Accepted
Ho: NIKKEI does not Granger Cause Japanese GDP	0.2311	Ho Accepted
Ho: Japanese GDP does not Granger Cause NIKKEI	0.7899	Ho Accepted
Ho: NIKKEI does not Granger Cause Japanese CPI	0.055	Ho Accepted
Ho: Japanese CPI does not Granger Cause NIKKEI	0.1326	Ho Accepted
Ho: NIKKEI does not Granger Cause Japanese IIP	0.1003	Ho Accepted
Ho: Japanese IIP does not Granger Cause NIKKEI	0.6337	Ho Accepted
Ho: SENSEX does not Granger Cause Indian GDP	0.1814	Ho Accepted
Ho: Indian GDP does not Granger Cause SENSEX	0.1186	Ho Accepted
Ho: SENSEX does not Granger Cause Indian WPI	0.9558	Ho Accepted
Ho: WPI does not Granger Cause SENSEX	0.7834	Ho Accepted
Ho: SENSEX does not Granger Cause Indian IIP	**0.024***	**Ho Rejected**
Ho: IIP does not Granger Cause SENSEX	0.6601	Ho Accepted

***indicate that the Null Hypothesis is Rejected**

Table 6 is the summary of the Null Hypothesis Acceptance & Rejection Status. The table above clearly indicates only 3 Null Hypothesis is rejected & rest 15 Null Hypothesis are accepted showing no cause effect relationship amongst the variables.

Conclusion:

The goal of this paper was to investigate if at all the Stock Index acts as a barometer of economy. With this objective of finding relationship between the Stock Index & Economic variables of China ,Japan & India we have tried to find out the correlation which indicated very minimal relationship. The study further tried to use regression in order to check the effect of independent variable i.e. GDP, Inflation & IIP on dependant variable which is the Stock index of the respective country. However the R square values were below 50% which shows very less reliability & P values more than 0.05 indicating no significant difference amongst the variables.

In light of these results one more test was used to get some causal relationship amongst economic indicators & Stock Index. Out of 18 Hypothesis framed hardly 3 Null Hypothesis got rejected thus showing a causal relationship in only 3 cases. Rest all showed no causal relationship. Thus, the results of this research do not support the statement that Stock Markets are the barometer of the economy. Stock Index may be the indicators of Economy and not the barometer.

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The Role And Responcibilities Of Regional Rural Banks For Rural Development In India

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ABSTRACT:

The RRBs were established "with a view to developing the rural economy by providing, for the purpose of development of agriculture, trade, commerce, industry and other productive activities in the rural areas, credit and other facilities, particularly to small and marginal farmers, agricultural labourers', artisans and small entrepreneurs, and for matters connected therewith and incidental thereto" . The institution of Regional Rural Banks (RRBs) was created to meet the excess demand for institutional credit in the rural areas, particularly among the economically and socially marginalized sections. In order to provide access to low-cost banking facilities to the poor, the Narasimham Working Group (1975) proposed the establishment of a new set of banks, as institutions which "combine the local feel and the familiarity with rural problems which the cooperatives possess and the degree of business organization, ability to mobilize deposits, access to central money markets and modernized outlook which the commercial banks have". The multi-agency approach to rural credit was also to sub serve the needs of the input-intensive agricultural strategy (Green Revolution) which had initially focused on `betting on the strong' but by the mid-seventies was ready to spread more widely through the Indian countryside. In addition, the potential and the need for diversification of economic activities in the rural areas had begun to be recognized, and this was a sector where the RRBs could play a meaningful role. In this paper we are going to discuss on the role of regional rural banks and their responsibilities towards rural development.

Key Words: Regional Rural Bank, Rural Development, Rural Economy, Agricultural Strategy, Farmers, Money Lenders etc.

Introduction:

Rural development has to play a phenomenal role in the overall socio-economic development of a country like India, where the majority of the population lives in rural areas. The rural sector affects directly or indirectly almost all the economic activities in the country and provides employment to the maximum number of people. A large part of the revenue of the government is also generated from the rural. The necessity of rural finance was felt to provide protection & reliance to rural people like moneylenders, landlords & traders etc. but they exploit farmers and small entrepreneurs by charging exorbitant rate of interest & force farmers to sell their product at low price to them. Rural people also face the risk of unpredictable production of crops due to high dependency on monsoon. Including problem of finance they also suffer from lack of seeds, fertilizers, water supply and other facilities which lead to rural in deftness'.

The Regional Rural banks were established on October, 2nd 1975. The main objectives of these banks are to provide credit and other facilities particularly to small and marginal farmers, agricultural laborers', rural artisans and small entrepreneurs so as to develop agriculture, trade, commerce, industry and other productive activities in rural areas. The aim of rural banks is to bridge the credit gaps existing in the rural areas and they are supposed to be effective instruments of economic development in rural India. They will extend productive credit to the rural community and they will have purely rural orientation in their activity and in the manner of extending their activity. The history of regional rural banks in India dates back to the year 1975. It's the Narsimham committee that conceptualized the foundation of regional rural banks in India. The committee felt the need of 'regionally oriented rural banks' that would address the problems and requirements of the rural people with local feel, yet with the same level of professionalism of commercial banks. Five regional rural banks were set up on October 2nd with a total authorized capital of Rs. 1 Crore, which later augmented to Rs. 5 Crore. There were five commercial banks, viz. Punjab National Bank, State Bank of India, Syndicate Bank, United Bank of India and United Commercial Bank, which sponsored the regional rural banks. The equities of rural banks were divided in a proportion of 50:35:15 among the Central Government, the Sponsor bank and the concerned State Government.

Objectives of the study:

1) To discuss the role of RRBs and their responsibilities towards rural development in India.
2) To understand the role RRBs for potential and the need for diversification of economic activities in the rural areas.
3) To study the phenomenal role play in the overall socio-economic development in rural India.

4) To make overview of RRBs.

Research Methodology:

The research paper is an attempt of exploratory research, based on the secondary data sourced from journals, magazines, articles and media reports. Available secondary data was extensively used for the study. Looking into requirements of the objectives of the study the research design employed for the study is of descriptive type.

Role of Regional Rural Banking for Rural Development:

Regional Rural Banks were established with the following responsibilities in mind:

1) Taking the banking services to the doorstep of rural masses, particularly in hitherto unbanked rural areas.
2) Identify the financial need especially in rural areas.
3) Making available institutional credit to the weaker section of the society who had by far little or no access to cheaper loans and had perforce been depending on the private money lenders.
4) To enhance banking & financing facilities in backward or unbanked areas.
5) Mobilize rural savings and channelize them for supporting productive activities in rural areas.
6) To provide finance to the weaker sections of society like small farmers, rural artisans, small producer, rural labourers' etc.
7) To create a supplementary channel for the flow the central money market to the rural areas through refinances.
8) To provide finance to co-operative societies, Primary Credit societies, Agricultural marketing societies.
9) Generating employment opportunities in rural areas and bringing down the cost of providing credit to rural areas.
10) Enhance & improve banking facilities to semi urban, rural & other untapped market. With these objectives in mind, knowledge of the local language by the staff is an important qualification

Functions of RRB:

Every RRB is authorized to carry on to transact the business of banking as defined in the Banking Regulation Act and may also engage in other business specified in Section 6 (1) of the said Act. In particular, a RRB is required to undertake the business of:

1) Granting loans and advances to small and marginal farmers and agricultural labourers, whether individually or in groups, and to cooperative societies, including agricultural marketing societies, agricultural processing societies, cooperative farming societies, primary agricultural credit societies or farmers' service societies, primary agricultural purposes or agricultural operations or other related purposes, and
2) Granting loans and advances to artisans, small entrepreneurs and persons of small means engaged in trade, commerce, industry or other productive activities, within its area of operation.

The Reserve Bank of India has brought RRB's under the ambit of priority sector lending on par with the commercial banks. They have to ensure that forty percent of their advances are accounted for the priority sector. Within the 40% priority target, 25% should go to weaker section or 10% of their total advances to go to weaker section.

Regional Rural Banks in India:

The State Bank of India is one of the major commercial banks having regional rural banks. There are 30 Regional Rural Banks in India, under the State Bank of India and it is spread in 13 states across India. The number of branches the SBI Regional Rural Banks is more than 2000.

Several other banks, apart from the State Bank of India also functions as the promoter of rural development in India.

The other Regional Rural Banks in India are:

Haryana State Cooperative Apex Bank Limited:

The main purpose of the Haryana State Cooperative Apex Bank Limited is to financially assist the artisans in the rural areas, farmers and agrarian unskilled labour, and the small rural entrepreneurs of Haryana. Haryana State Cooperative Apex Bank Limited also referred as the HARCOBANK, is one of the apex organizations in the state of Haryana. The HARCOBANK holds a special economic position in the state of Haryana. The Haryana State Cooperative Apex Bank Limited offers several types of financial assistances to the individuals. The financial aids include credit for the promotion of agriculture, non-agrarian credit, and bank deposit facilities. The HARCOBANK have been functioning as an investor for more than three decades.

National Bank for Agriculture and Rural Development:

The main purpose of the National Bank for Agriculture and Rural Development is to provide credit for the development and publicity of small scaled industries, handicrafts, rural crafts, village industries, cottage industries, agriculture, etc. The NABARD also supports all other related economic operations in the rural sector, promotion of sustainable growth in the rural sector. The NABARD also plays the role of a contributor to the rural development by the means of promoting institutional development, facilitating refinance to loan providers in the rural sector, inspection, monitoring, and evaluation of client financial corporations. National Bank for Agriculture and Rural Development (NABARD) was established as the premiere rural development bank.

Sindhanur Urban Souharda Co-operative Bank:

The main purpose of the Sindhanur Urban Souharda Cooperative Bank is to provide financial support to the rural sector. The Sindhanur Urban Souharda Co-operative Bank is more commonly known as the SUCO Bank.

United Bank of India:

The role played by the United Bank of India (UBI) as one of the regional rural banks is phenomenal. The UBI has propagated the network of branches in order to actively take part in the rural improvement and development.

Syndicate Bank:

The Syndicate Bank has it grass roots in the rural sector. The development of the Syndicate Bank was in accordance to the development of the banking sector in India and. The Syndicate Bank has performed actively in the development of the rural sector in India. The Regional Rural Banks in India has actively contributed to the growth of the rural sector. The growth of the rural industries in India and the development of the rural business and economy have been dependent largely on the investment and financial aids provided by the Regional Rural Banks in India.

Regional Rural Banks in Tamil Nadu:

Indian Bank has sponsored two Regional Rural Banks (RRBs) viz., Saptagiri Grameena Bank and Pallavan Grama Bank.

Pallavan Grama Bank with Head Quarters at Salem is operating in 14 districts of Tamilnadu viz., Salem, Namakkal, Krishnagiri, Dharmapuri, Villupuram, Cuddalore, Coimbatore, Karur, Erode, Nilgiris, Vellore, Tiruvannamalai, Kancheepuram and Tiruvallur. The third RRB sponsored by Indian Bank is Puduvai Bharathiar Grama Bank at Union Territory of Puducherry with its head-quarters at Puducherry.

Conclusion:

The banks need to encourage the agricultural sector by providing larger amount of term loans. Generally, non-agricultural sector indirectly helps the rural economy in many ways. Keeping in view, the RRBs may enhance the percentage of loan to this sector. This finding may be considerable use to rural banking institutions and policy makers in developing and shaping the appropriate credit structure as RRBs are integral part of the rural credit structure in India. The importance of the rural banking in the economic development of a country cannot be overlooked. As Gandhiji said “real India lies in villages,” and village economy is the backbone of Indian economy. Without the development of the rural economy, the objectives of economic planning cannot be achieved. Hence, banks and other financial institutions are considered to be a vital role for the development of the rural economy in India. The main goal of establishing Regional Rural Banks in India is to provide credit to the rural people who are not economically strong enough, especially the small and marginal farmers, artisans, agricultural laborers and even small entrepreneurs.

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"A Study Of Professionalism In Cooperative Banks In India"

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ABSTRACT:

Many young people are attracted to capers m banking. There has been a rapid expansion of banking services all over the country. This has been particularly so after the national nation of important banks. Reserve Bank of India has placed controls on banking institutions Many branches have opened in the rural areas. Large-scab deposits have been mobilized, and credit facilities are extended to people who, only a few years ago, could not even think of such benefits being offered to them,

The expansion of banking services has obviously resulted in an increase of banking staff. There has been large-scale enlistment both at the clerical level and at the managerial level. With computerization and the entry of international banks, and growth of trade, there is greater emphasis on quality service. The banks are now offering a wide range of services, With such growth opportunities for careers in banking will continue to be available to young people interested in careers in this field.

Key Words :

Introduction, Importance, Objectives of the study, Hypothesis, Research Methodology, Limitation, Data Analysis, Findings and Conclusion, Suggestions and Recommendations, Conclusion, Bibliography

Introduction

Professionalism means meticulous adherence to undeviating courtesy, honesty responsibility in one's dealings with customers mid associates, plus a love! of excellence that goes over and above the commercial considerations and legal requirements.

According to Hoather Eastndge, Professionalism is an essential trait both in business and society. It is that quality which drives a person's appearance, personal and professional interactions and which provides others with a first impression.

Professionalism also means the conduct, aims or qualities that characterize or mark a profession or professional person. Professionalism plays an important role in how a person is perceived by his employer, his co-workers and casual contacts— actually by every person with whom he interacts. The greater the degree to which a person exemplifies, the easier it will be for him to be set apart from people around him. This outstanding characteristic will cause his superiors to take notice. Professionalism can be applied in every business settings in all industries- The more a person displays professionalism, (he more opportunities for success it will have.

Importance

Cooperative Banks holds a very important position in the Indian banking sector. Competent management is pre-requisite for the success of any Organization. In today's highly competitive and globalize business environment, there is an urgent need of professional management for the successful handling and managing the affairs of the cooperative banks. A well educated enlightened membership, selfless, dedicated, foresighted Board of Directors, well experienced and trained personnel arc the real assets of any cooperative organization. We had selected around 11 urban cooperative banks in Pune city.

The general trend is that the growth of professionalism is hampered in the cooperative organization because professional managers have a limited role in the cooperative organization, which are fully dominated by political leaders. Increasing political interference in cooperatives has also affected the healthy growth of the cooperative organization.

In order to make the management of these banks professional and managing the affairs of these banks on scientific lines, there are various institutions which arc directly or indirectly involved in imparting education and training to all levels of management viz. policy makers i.e. Chairman, Vice Chairman and other members of the board of directors. Administrator in lieu of the board, Chief Executive Officer and the supervisory and subordinate staff of the bank.

It is hoped that the state government will not delay acceptance of the recommendations made by the RBI in view of (he financial sector reforms and deregulation. Urban cooperative banking sector should be immediately freed from restrictive provisions of Cooperative acts so as to make them self reliant and self supporting.

Before the rise of Co-operative banks, the Commercial banks were doing the function of credit provision to urban sector. These banks used to follow such a policy by which they could get maximum security while providing credits.

These banks did not have any purpose of National Development except profit maximization in their function of credit supply. They never took any risk in their credit supply. Hence the poor rural sector was deprived of the credit facilities of commercial barks. Commercial banks concentrated their attention only on urban sector. Hence development was confined only to the urban sector. This lopsided development could not attain proper balance in economic development.

The agricultural sector which was the main occupation of 70% of population did not have credit supply from banks and so people in the rural sector had heavy burden of loans taken from money lenders. The indebtedness of farmers continued from generation to generation. The rural people suffered a lot due to natural calamities like draught, floods and infectious diseases. The result of this was extreme poverty of rural masses. The English government was worried because there was possibility that rural farmers would rise in revolt if their problems of credit were not solved. At last Frederick Nicholson provoked the idea of setting up of cooperative societies on the pattern of Kaifen societies of German. This idea led to immense growth of cooperative societies at present. The cooperative credit created its own independent honorable place in Indian Economy. On the support and inspiration of Reserve Bank of India, the cooperative institutions had valuable contribution towards the total change of the rural society. The cooperative machinery is marching on by the ambition of socialistic pattern of society.

The cooperative credit machinery is created mainly for development of agricultural occupation in India. The Cooperative credit was given priority with the purpose of making farmers free of the clutches of money lenders and reducing the burden of loans that continued from generation to general ton. The cooperative credit gave agriculture the first priority. To day the cooperative banks are doing the work of realizing the socialistic structure of the society. There is no importance to profit in the field of cooperation. This field gives more importance to all sided development and economic upliftment of the rural sector.

The cooperative mechanism in India is of organizational nature. Though the existence of cooperative institutions is independent on different layers their working is same and it aims al maximizing social benefit. Their is a chain of cooperative credit right from the state level at the grass root of the rural level. At the rural level there are Agricultural Credit Societies; at the District level there are District Central Cooperative Banks and at the slate level there are State 'Cooperative Banks which arc affiliated to each and do the function of credit supply. From July 1982 ,Nabard (National Bank for Agricultural and Rural Development) started functioning as per Nabard Act 1982. This bank is apex batik in rural and agricultural credit. Lt provides credit to agriculture .Small and cottage industries in rural areas, village industries, handicrafts and other allied economic activities in rural areas.

Objectives of the study

1. To study the balance shed and profit and loss account of cooperative banks.
2 To make comparison between various cooperative banks
3 To study professionalism of cooperative Banks
4 To study NPA's of cooperative banks

Hypothesis :-

HO Non Performing assets of cooperative banks are very high. These has to be brought under control.
H1 The profitability of the banks has been improved
H2 Professional management is essential to control NPA's,

Research Methodology:

The advanced Learners Dictionary lays down the meaning of research as "a careful investigation or enquiry specially through search for new facts in any branch of knowledge." Redman and Mory define research as a systematized effort to gain new knowledge.

There are two basic approaches of Research .Quantitative Approach and Qualitative Approach. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and Rigid fashion.

Qualitative approach to research is concerned with subjective assessment of attitudes,
opinions and behavior.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that arc generally adopted by a researcher m studying his research problem along with logic behind him. It is necessary for the researcher to know not only the research methods / techniques but also the methodology. For this purpose the following aspects were studied. Three types of questionnaires were designed .The questionnaire for senior management of cooperative banks had 49 questions and 11 senior management personnels were the respondents .The questionnaire for middle-level managers of

cooperative banks had 19 questions and 11 Branch managers-were the respondents and the questionnaire for customers of cooperative banks had 22 questions and the respondents were 500 customers from 11 different cooperative banks.

Types: 1. Library Research

Methods a) Analysis of historical records

b) Analysis of documents

2.Fie Id Research

Methods a) Telephone survey

b) Personal Interview.

c) Group Interview

d) Personal Interview

c) Case Study and life history.

II means a small group study of random behavior, play and role analysis. Currently India has 88 scheduled Commercial Banks (SCB's). 27 public sector banks, 31 private sector banks (they may be publicly listed and traded on stock exchanges) and 38 foreign banks. They have combine network of over 53000 branches and 17000 ATM's. Maharashtra Stale Cooperative Bank is the apex cooperative bank in Maharashtra State. The constituents of Maharashtra state cooperative bank are as follows.

Ahmednagar, Akola, Amravati, Aurangabad, Beed, Buldhana, Bhandara, Chandrapur, Dhule, Gadchiroli, Jalgaon, Jalna, Kolhapur, Latur, Mumbai, Nagpur, Nanded, Nashik, Osmanabad, Parbani, Pune, Ratnagiri, Raigad, Sangli, Saara, Solapur, Sindhudurg, Thane, Wardha, Yeotmal District Central Cooperative Bank Limited. In Pune District Urban Cooperative Banks Association there are more man 54 banks which arc affiliated with it and for the research the researcher had selected 11 cooperative banks in Pune city.

The primary data are those which are collected a fresh and for the first time, and thus happen to be original in character. Data needed for the research is collected from annual statements of banks. Questionnaires was also framed to collect data from hoard members, customers, officials, employees. Suitable sample was chosen from each category mentioned above to know their opinions.

The primary data was collected as follows : The questions that were asked for senior management personnel of cooperative banks included questions about personal details of the respondents, facilities provided by the bank, about CSR activity of the bank, internal audit system of the bank, the percentage of total advances given to the priority sector, about training programmes conducted by the bank, employee turnover of the bank, period of various types of loan disbursed, how the bank brings NPA's under control, ISO certification, performance appraisal system, wieghtage given by the bank for purchasing government securities the rates of interest the banks charge for various types of loans, about bank assurance and core banking facility, the various measures adopted by the banks to increase profitability, about various problems faced by the bank, profitability of the bank, about social and performance audit, about cooperative banks expansion programmes, about sources of finance, about number of members having banking experience, and how cooperative banks face competition from public , private and foreign banks etc...

The questions that were asked tor branch managers of cooperative banks inclined questions about personnel details of the respondents, the fist of securities taken for the grant of loans, important reasons for overdue of loans, Ike problems faced by the banks while financing to it's members, what are the special efforts made for the development of women entrepreneurship, about recovery and various methods of recovery adopted by the bank, no of court cases , list of various facilities provided by the bunks, last three years profits made, methods of training adopted by the bank, various reasons for employee turnover, purpose wise classification of loans, about their service standards, about promotion policy, about customer complaint handling mechanism, etc,,

The questions thai were asked for cooperative banks customers included their personnel details, in which type of bank (Commercial, private, women etc..,) they have their account, various problems faced in obtaining bank loan, about the procedure how customers can complain about discourteous staff, about customer complaint handling mechanism, customers needs and expectations, customers satisfaction level, various improvements required by the banks in case of working hours, services of the staff, loan and membership procedure of the banks, rating of the bank, involvement in the management of banks, etc..,

Secondary data are those which have already been collected by someone else which have already been passed through the statistical process, secondary data related to the study was collected from various journals and books, RBI and Nabard publications and statistical records of apex cooperative bank of Maharashtra and annual report and financial statements of 11 cooperative banks in Pune.

Sampling is the part of Statistical practice concerned with the selection of a subset of individual observations within a population of individuals intended to yield some knowledge about the population of concern. especially for the purposes of leaking predictions based on statistical inference. The sampling frame specified for Ibis study was defined as the cooperative banks located in Pune city taking into consideration locations, performance, turn over and

other relevant factors. In Pune city there are 54 cooperative banks and for the research the researcher had selected 11 cooperative banks in Pune city.

Limitation :

Conclusions were based on data made available by RBi. cooperative banks, Nabard, and data collected through questionnaires. The period of the study is from 2005-2011.

The survey research is a systematic gathering of information from respondents for the purpose of understanding and/or predicting some aspects of the behaviour of the population of the interest. Every survey aims to collect information from the identified sample to verify the associated hypothesis. A survey could be of various types : personal, mail, computer based etc. This research required views of the Senior Management. Middle level Managers and Customers of cooperative bank in Pune city. So for this research three (3) separate questionnaires were designed for senior management of cooperative banks, middle level managers of cooperative banks and cooperative bank customers. Hence personal interview was conducted for the same. To sum up, the survey methodology of personal interviews was selected.

Questionnaire was prepared to be the tool for consistent collection of data during persona! interviews with The senior management, middle-level managers and the cooperative banks customers. A Questionnaire comprises a formalized set of questions for eliciting in formation. Function of the questionnaire is measurement, and hence minimization of the measurement error needs to be addressed carefully. Measurement error may be minimized by a careful design and development of the questionnaire. The survey questionnaire for this research study was designed to gather in dept data related to the research topic. Plan of how data, analyzed and used, was finalized prior to the design of the questionnaire. Survey questionnaire was designed keeping in view the planned data analysis and ease of interpret ion. Survey questions were designed based on personal varied consulting experience of the researcher and informal input received from other experts.

To minimize measurement error, questions have been kept unambiguous and provision for checks has been provided. The questionnaire had both open and closed ended questions. A total number of 49 questions for senior management personnel's 19 questions for branch managers and 22 questions for customers of cooperative banks were included .So total number of questions asked for various levels were 90 questions. Also responses were taken down while the interview was conducted, thereby ensuring accuracy of the survey data captured by the researcher.

Data Analysis : The primary data collected through interviews were analyzed using the selected statistical and analytical tools. Descriptive responses to the questions were analyzed , collated and properly cataegorized followed by using various statistical tests such as wilcoxon's signed rank test, friedman's test, and chi-square lest. In addition to the data analysis carried out, its graphical representation helped in drawing meaningful inferences.

Findings and Conclusion:

1. Customers of cooperative banks have appreciation for reliability and credibility.
2. Cooperative banks does not provide all the required facilities to the customers.
3. Laxmi and Lokseva cooperative banks do not have core banking facility, whereas Saraswat, Thane, Dharmaveer Sambhaji, Sadhna, Janta, Jabseva, Cosmos and Abhudaya Cooperative banks have core bunking facility.
4. Facilities such as computerization, ATM cum debit card, net banking, online bill payment, mobile banking, sms alerts, drinking water, seating arrangements which are provided by cooperative banks to their customers are appreciated by [heir customers.
5. Other facilities such as complaint redressal cell, banking working hours and customer care services are not appreciated by its customers.
6. In general poor satisfaction was evident for the services such as membership procedure, bank management and officers cooperation.
7. Majority of shareholders have taken loans from cooperative banks.
8. The percentage of Non-Performing Assets (NPA's) in cooperative banks differ significantly than the reference value of NPA i.e.., Zero
9. The percentage of capital related annual profit in cooperative banks differs across the financial years covered in our study.
10. The average number of recovery court eases is higher in cooperative banks.
11. All facilities and rights (leave package, timely salary, staff insurance. staff PF, training programmes) are not equally provided to the employees by cooperative batiks.
12. Out of H cooperative banks included in the study, 1 bank (9.1%)provide leave package as per norms. 2 banks (18.2%) provide staff insurance 5 banks (45,5%) provide staff training. 6 banks (54.4%) provide staff PF Facility and 10 banks (90.9%) provide the timely salary to their staff.

13. The participation of cooperative banks in social activities is significantly seen
14. Higher proportion of cooperative banks participate in CSR and other welfare activities,
15. Thane, Dharmaveer Sambhaji and Janta (data centre only) cooperative bank have ISO certificalions.
16. Out of 11 cooperative banks included in our survey 3 cooperative banks (27.2%) had less than 5% employee turnover. 4 cooperative banks (36,4-%) had 5-10% employee turnover and 4 cooperative banks (36.4%) had more than 10% current employee turnover.
17 Out of 11 managers of cooperative banks surveyed 9 managers (81.8%) were males and 2 managers (18.2%) were females.
18. Out of 11 managers of cooperative banks surveyed 10 managers (90.9%) were graduate and 1 manager (9.1%) completed his post-graduation.
19 Out of 11 managers of cooperative banks surveyed 5 managers (45.5%) had banking experience between S to 10 years, 3 managers had (27.3%) banking experience between 10 to' 15 years and also 3 managers (27.3%) had banking experience between 15-20 years.
20 Out of 11 cooperative banks sun-eyed 4 cooperative banks (36.4%) had less than 10000 customers, 2 cooperative batiks (18,2%) had customers between 10000 to 50000) and 5 cooperative banks (45.4%) had more than 50000 customers.
21 Out of 11 cooperative banks surveyed 4 cooperative banks (36.4%) had less than 15 directors. 4 cooperative banks (36.4%) had number of directors between 15 to 17 and 3 cooperative banks
(27.2%) had number of directors more than 17.
22 Out of II cooperative banks surveyed 10 cooperative banks (90,9%) followed persuasion method of recovery and 1 cooperative bank (9J%(had legal court matter.
23 Of the 11 directors / senior management personnel of cooperative banks surveyed 2 (18,2%) had education up to graduation level, 6 (54,5%) had up to post-gradual ion level and 3 {27.3%) had professional education.
24. Of the 11 directors / senior management personnel of cooperative banks surveyed 7 (63.6%) had experience between 10 - 15years and 3 (27.3%) had experience between 15 – 20 years.
25. Of the 11 cooperative banks included in the survey, 4 cooperative banks (36.4%) have Jess than 10 branches, 3 cooperative banks (27.2%) have branches between 10 lo 50 and 4 cooperative banks (36.4%) had more than 50 branches.
26. Of the 11 cooperative banks included in the survey, 10 cooperative banks (%.9?'o) conduct audit regularly and I cooperative bank (9,1%) does not conduct audit regularly.
27. Of the 500 customers of cooperative banks surveyed, 292 customers (58.4%) were males and 208 customers (41.6%) were females,
28. Of the 500 customers of cooperative banks surveyed, 3 customers (0.6%) were illiterate, 11 customers (2.2%) had education up to X/X11, 224 customers (44.8%) had education up lo graduation level, 145 customers (29.0%) were post gradual and 117 customers (23.4%) had professional degree.
29. Of the 500 customers of cooperative banks surveyed, 45 customers (9.0%) had income less than 10000 Rs, 91 customers (18,2%) had income between 10000 lo 20000 Rs, 127 customers (25.4%) had income between 20000 to 30000 Rs, 149 customers (29.8%) had income between 30000 lo 40000 Rs and 88 customers (17.6%) had income above 40000 Rs.
30. Of the 500 customers of cooperative banks surveyed, 369 customers (73.8%) had regular savings account and 131 customers (26.2%) had current account.
31. Of the 500 customers of cooperative banks surveyed, 5 customers (1.0%) were unemployed, 200 customers (40.0%) had private service, 47 customers (9.4%) had government service and 248 customers (49.6%) were self employed.
32. Of the 500 customers of cooperative banks surveyed, 139 customers (27.8%) agreed that 1 - 2 weeks are taken lo clear the housing loan, 325 customers (65.0%) responded that 2 4 weeks are taken to clear the housing loan and 36 customers (7,2%) agreed that more than 4 week are taken to clear the housing loan of cooperative banks.
33. Of the 500 customers of cooperative banks surveyed, 192 customers (38.4%) agreed that less than I week is taken to clear vehicle loan, 262 customers (52.4%) responded that 1-2 weeks are taker to clear the vehicle loan, 19l customers (3.8%) agreed that 2 - 4 weeks are taken to clear the vehicle loan, and 27 customers (5.4%) agreed that more than 4 weeks are taken to clear the vehicle loan.
34. Of the 500 customers of cooperative banks surveyed, 3 customers (0.6%) agreed that less than I week is taken to clear personal loan, 443 customers (88.6%) responded that 1 - 2 weeks are taken to clear personal loan, 20 customers (4.0%) agreed that 2 - 4 weeks arc taken to clear personal loan, and 34 customers (6.8%) agreed that more than 4 weeks are taken to clear personal loan.

35. Of the 500 customers of cooperative bank surveyed, the large majority of 410 customers (82.0%) agreed that the rate of interests on loans always keep on changing, and 90 customers (18.0%) agreed that the rate of interest on loans do not change much.
36. Of the 11 cooperative banks included in the survey, all 11 cooperative banks (100.0%) face the problem of lack of sufficient documentation, 10 cooperative banks (90.9%) face the problem of lack of guarantors, 9 cooperative banks (81.8%) face the problem of lack of sufficient property and 7 cooperative banks (63.6%) face the problem of weak repaying capacity of the customers for sanctioning various types of loans.
37. It is found that majority of the customers of cooperative banks also have their bank account in commercial bank private bank.
38. It is found the majority of the shareholders do not participate in the management of cooperative banks due to various reasons.
39. It is found that the shareholders of cooperative banks do not generally attend annual general meeting of banks.

Suggestions and Recommendations :

1. Cooperative banks should focus on attracting deposits and increasing investments,
2. Though profit making may not be the most important objectives of cooperative banks, but in today's globalized world it is very much required by the cooperative banks to earn more profit to stay in competition.
3. Professional and experienced employees should be recruited for better results and professional management.
4. Cooperative banks should give more powers to branch managers and senior managers so decisions could be taken quickly al the branch level without delay.
5. Strict penalties should he imposed on defaulters and corrupt employees of cooperative banks.
6. Cooperative banks should be very professional like private and foreign kinks. 1. Cooperative banks should treat customers as king and solve their problems on immediate basis.
8. Core banking facility must be made available by Laxmi and Lokseva cooperative banks on top priority.
9. Cooperative banks should make use of technology to a larger extent and use available resources effectively and efficiently and reduce overheads.
10. Cooperative banks should work on risk management techniques.
11. Various new and innovative methods should be adapted to reduce non-performing Assets by cooperative banks.
12. Cooperative banks should sanction loans only for productive purposes and see that loans are used only for the purpose for which it was sanctioned.
13. Cooperative banks should be free from political pressure.
14. Cooperative banks should set up customer redressal cell and should handle customer complaints on lop priority.
15. Cooperative banks should appoint Relationship Managers at branch level, so chat effective and efficient coordination could be done with the clients.
16. Cooperative banks should have its own toll-free number to address customer problems and com plain is and a call centre could also be set for this purpose.
17. Cooperative banks should sanction loans as early as possible than other private sector banks.
18. Cooperative banks should sell insurance products as is permitted by TRDA. (Insurance Regulatory and Development Authority.) Thus will help in generating extra income for the cooperative banks.
19. Customer problems should be attended on lop priority by cooperative banks.
20. Efforts should be made by cooperative banks to introduce innovative products and services.
21. Cooperative banks should develop total HRD plans and standard management practices,
22. To control non-performing assets , cooperative banks should increase quality of loans.
23. Cooperative banks should monitor production, lo ensure use of loans for the sanctioned purposes only.
24. Cooperative banks should idea the borrower carefully and lake appropriate security before sanction of loans.
25. Management Information system (MIS), customer information system (CIS) and financial accounting system should be implemented by all cooperative banks.
26. Majority of cooperative banks (excluding Thane ,Dharmaveer Sambhaji arid Janta (data centre only) cooperative banks) does not have ISO-Certification. So on top priority ISO Certification should be possessed by all of them.
21. Cooperative banks should develop total quality work culture on priority basis.
28. All cooperative banks included in our study except Dharmaveer Samhhaji, Laxmi, Laxmikrupa and Lokseva cooperative bank provides in house training for their employees.
29. All cooperative banks also send their employees lo RBT. Vamnicom, Nibm, College of agricultural banking, Indian institute of banking and finance. Indian banks association etc, for training.

Conclusion : In conclusion, the Hypothesis have been statically tested as well as aims and objectives of the study also fulfilled.

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'A Study on All Time Priority Investment Sector With Special Reference To Indians '

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ABSTRACT:

In the new era, a number of investment avenues are available to the investors. The investment risk is high as well as less. Indian peoples are habitual to invest in Gold by way of purchasing gold jewelry. Gold is also important avenues for investment. Gold is the most widely accepted precious metal. It appeals to almost all i. e. poor to rich. Gold scores the highest in terms of liquidity, compared to all other investments. A wise investor has to take care while investing in gold.

Key Words: NOI, WGC Coins, Gold ETFs, NOI.

1. Introduction:

Indian civilization depends on various foundations. As a human being every individual has to perform duties like, finance, religion, married life and salvation. Finance is the foundation of these four principles. Today we found that all four elements of human life are not followed for survival. For betterment in life a human being has to earn money through jobs, profession or doing work to earn money in sophisticated way for the prosperity of himself and his family. Even a prostitute can earn money by selling her body. After earning money the next part comes expending. How to spend money depends on individual to individuals and differs from society to society. The modern trend is expending more to enjoy the life. The next and important part is very difficult i.e. saving money.

The term 'saving' in simple language is the difference between income and expenditure. It is the excess of income over expenditure. Savings is very essential in human life particularly in Indian society. To meet and fulfill our future needs, to meet contingencies, to earn interest on deposits, to earn dividend by investing in share market, to take care of our own after retirement and particularly in old age saving is must and essential. It is a tool available in the hands of people for precautionary purpose too.

The next important thing is how to utilize our savings. By holding cash in hand or else are the question matters? An individual has to decide his investment options. Numbers of options are available to the individuals i.e. savers. A person can donate his savings or can give his money in the form of savings to other persons by way of loans and advances. A person can purchase gold to take the financial benefit of appreciation in the prices of gold. He can purchase gold that can be utilized at the time of his children's marriage. He can also insure himself and his family can invest in share market and what not. Thus there are various types of investments for variety of persons. Various investment options are available with high risk and low risk. In the modern Indian economy large numbers of investment options are available to the investors by taking a wise and intelligent investment decision. One of the options available to crazy people of India is Gold.

2. Review of Literature: On the topic of Investment, savings numbers of articles, research papers, books, dissertation and PhD thesis are available within the country as well as outside the country.

3. Objectives: The objectives of the research article are stated as under:

1. To know the various investment options available to the investors.
2. To find out the causes of craziness of people in investing gold.
3. To study the characteristics with reference to investing in gold.
4. To understand the meaning of Carat and Karat.
5.

4. Research Methodology: The researchers have collected the primary data through a survey, by preparing a questionnaire for the investors and depositors. Along with primary data the researcher has collected the data and information from R.B.I. Bulletins published by R.B.I. and data available in published government magazines, private magazines and journals. This research paper is purely based on primary and secondary data. On the basis of primary and published data in magazines, books, annual reports, information available through websites this paper is presented to you.

5. Data Analysis:
There are different types of investments, ranging from risk – less to high – risk. Broadly, investments can be classified as Personal transaction forms of investment and Non personal forms of investment.

5.1: Personal transaction forms of Investment: This is a very popular and safe form of investment option. Approximately above 80% of the investors giving preference to these investments because these investments are supported by the Government by way of guarantee. It includes the personal transaction and direct relation between the investors and issuer. Bank Deposits, Post Office Small Saving Schemes (this includes Post Office Savings Bank Account, Post Office Time Deposits, Monthly Income Schemes, 5 – Years Recurring Deposit, National Saving Schemes 1992, National Saving Certificate, Kisan Vikas Patra, Public Provident Fund Scheme) Government Securities, Company Deposits, Life Insurance, Unit Schemes of UTI, Real Estate and Precious Objects which includes Gold and Silver, Precious Stones, Art Objects etc.

5.2: Non-personal transaction forms of Investment: It includes Bonds or Fixed Income Securities, Preference Shares, Equity Shares etc. issued by multinational organizations as well as private sector organizations. The persons liking to take risk can choose this form of investment option. However, while investment in share market he has to study or can take help or advice from the experts in share or stock market.

6: Gold – Option for Investment:
It is said that 'Gold' is the life belt for all seasons, especially when the investor finds financial difficulties. Gold is a dense, soft, shiny metal and the most malleable and ductile metal known. Gold is the most widely accepted 'precious metal' which appeals to almost all kinds of investors. Investing in gold, in relation to its value, is small and therefore can be stored and concealed without any difficulty. The worth of gold lies in its market prices. Do not apply the principle of 'yield' to gold because its storage does not give any profit or dividend. India is crazy about gold jewellery. With the World Gold Council (WGC) aggressively marketing, social and religious functions as gold buying events, the demand has shot up in the recent years to record levels. Research shows that over 16,000 tonnes of gold is available in Indian households in the form of jewellery. Gold is used for making jwellery that may in turn influence its prices to a large extent. Investing in gold is highly profitable during inflation, as the prices tend to move up faster. Similarly when there is uncertainty in the nation the value of gold is likely to go up. In many countries gold remains an integral part of the social and religious customs besides being the basic investment avenue. It has no intrinsic value. You cannot eat it, drink it or even smell it. This aspect of gold compelled Henry Ford to say that, 'Gold is the most useless thing in the world'. It is very difficult to store gold in a safe place with the cost involved in such storage. This induces investors to look for alternative investment to gold. Investment in jwellery leads to loss in investment at the time of sale. Thus gold coins and bars are fast moving up as option to investment in gold. The ICICI Bank, Tanishq and leading local jewelers who have launched gold coins and bars are finding that buyers of such products are fast increasing. The other investment options include the mutual fund schemes, gold deposit schemes, gold denominated certificates and exchange traded funds, Banks are looking at issuing gold denominated certificates that can be bought in cash and redeemed in gold. The new gold saving account would offer a systematic investment plan. The reasons to appeal or attract all kinds of investors are:

- It is highly liquid;
- It is aesthetically attractive;
- It has been hedge against inflation;
- It possesses a high degree to appreciate value;
- It is used as industrial application;
- It is purchased by Central Bank and IMF.

Gold scores the highest in terms of liquidity, compared to all other investments. At any time of the day and any day gold can literally be converted to cash.

Various forms of investment in gold: The following are the various forms of investment in gold available to the investors.

- Jewellery,
- Gold Coins,
- Gold Deposit Scheme,
- Gold Bullion Bars,
- Gold Mutual Funds,
- E-Gold,
- FTF and

- Futures and Options.

Gold Exchange Traded Funds (ETFs): This is a hot option available to the investors now days. These are like mutual funds that invest only in gold. They are proving to be an easier and safer mode to buy gold. The charges are very less and the gold can be accessed electronically.

Characteristics of holding Gold or Gold Coins:

- Gold Coins are available in small, little pieces allowing buying and sell small quantities as per convenience of investors and are easily recognized around the world as a Precious metal.
- Gold has been a store of value for over 6,000 years
- Gold is acknowledged by most Central Banks around the world and can be used as a medium of exchange.
- It is the time-proven hedge against fiat currency debasement, which our Federal Reserve has patently acknowledged as a given in this country
- It is easily portable and movable.
- Gold coins are not subject to property taxes.

Prices of Gold in India: The following table indicates the prices of Gold in India. The rates are given in rupees for 10 grams.

Table 1: Rates / Prices of Gold in India - (Approximately)

Year	Rate for 10 grams in Rs.
2000	4400
2001	4300
2002	5000
2003	5700
2004	5800
2005	7000
2006	9000
2007	10800
2008	12500
2009	14500
2010	18000
2011	25000
2012	32000
2013	33000
2014	30000
2015 (till Nov)	27000

Carat and Karat: Carat is a unit of weight used to measure precious gems such as diamonds and pearls. 200 milligrams or 0.2 grams make a metric carat. Carats are abbreviated to ct. While Karat is a unit of fineness or purity used to measure gold. 24 karat gold describes pure gold. When gold is mixed with another metal the purity is diluted. The purity is then expressed as the parts of gold out of 24. For example, 22 karat gold (mixed with copper) will be 22 parts gold and 2 parts copper. Karat is abbreviated to kt.

Care to be taken while investing in gold or gold coins:

Investment in gold is very popular in India. Since there is no income as such from holding Gold, there is no liability to pay income tax. But gold bullion and jwellery are subject to capital gain tax and wealth tax. . Jewellery is not an investment but it is only an expense for pleasure, symbolizing wealth and also there are heavy losses in the form of wastage and making charges. Investors have to keep gold in bank lockers. Remember gold is a commodity and is worthy only when market is ready to pay for it and investment in gold is a personal matter of an individual. Gold has proved itself time and again to be the perfect hedge for inflation. But to look at it as a hedge avenue, Indians are yet to consider this market actively as the purchases continue to be dominated by jewellery. Gold only beats inflation. It fares poorly when compared to real estate or shares when compared on the basis of real inflation adjusted returns. A 5 to 10 per cent of the overall investment portfolio can be considered for gold investments (bullion, WGC coins, Gold ETFs).

Conclusion: Life is full of risks. From travelling in an airplane to the simple act of walking to the corner shop, are the inherent risks everywhere. Same is the case with the money invested. Investments in real estate as well as investment

in gold are the common investments. It is said that investment in gold is dead investment. However we Indian people are crazy about investment in gold. Any serious investor, however, is advised to have a certain percentage of investment in gold to hedge inflation. However, the investment is real estate is far better than investment in gold. Real Estate Investment in India is not only a bright prospect but also a potential opportunity to optimize the benefits of the economic growth in India.

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"Developing Resources Mobilization Through Microfinance With Reference To Self Help Groups In Pune District, Maharashtra, India"

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ABSTRACT:

In India, strength of economy is depending on the growth of small and medium enterprises. If the small and medium businesses have the proper funding to run their businesses definitely the fund mobilization will happen. The tragedy of fund mobilization is identified by the Hon. Prime Minister of India Mr. Narendraji Modi and they have declared various programmes for developing small and medium enterprises. Fund mobilization will create positive changes in economy and it will create many opportunities strengthen the economy. The programmes like ESDP (Entrepreneurship Skill Development Programme), UA (Udyog Aadhar), PMEGP (Prime Minister Employment Generation Programme) etc. are the initiatives taken by the government under the Ministry of Micro, Small and Medium Enterprises.

Continuous fund mobilization helps to the country to generate income, employment and fulfillment of social needs as well as explores the resource mobilization ideas. Microfinance helps to generate savings and the savings can be utilized for the purpose of providing small loans or funds to create employment so that the stable income should be earned. This paper will focus on the structure of Microfinance model with reference to Self Help Group (SHG) tool.

Key Words: Microfinance, SHG, Fund, Economy, MSME, Business, Income, Employment etc.

Introduction:

Microfinance helps to increase the income generation capacity into the poor and lower income families. To develop economic status of the country it is very significant that the available resources must be mobilized in a proper way so that the functional aspects of the economy should be creative. The 5Ms (Man, Machine, Material, Money and Management) are the major resources of the economy. The functional aspects are depending on these.

SHGs a tool of microfinance is studied as the tool of poverty reductions. It plays an important role in mobilizing the available resources basically in the rural economy. Many self-help groups are doing group businesses so that they will earn sufficient income to provide basic facilities like education, food, shelter etc. to their families. Government had taken initiative to provide basic facilities like loans, market availability to the SHG members.

Stability of the economy is depend on various resources like production, demand for the products, supply of the products, income generation capacity, spending willpower of the customers, money supply of the country etc. But one thing is very crucial in this that is the resources mobilization. Unless and until resources are not fluctuated the economy will not be productive.

Microfinance aims at not only developing the resource mobilization but it aims at many objectives like social welfare, women empowerment, increasing income level of poor, poverty reduction, increasing employment opportunities etc.

Objectives:

- To study the aspects of SHGs as a tool of microfinance.
- To study the cases of SHGs in view of resource mobilization.

Research Methodology:

This is Conceptual research. Ten SHGs are selected randomly to finding out the result of the paper. Primary data collected through observations and discussion with SHG members and secondary data is collected by using websites, books and journals etc. Data analysis is done with explaining the situation observed.

Literature Review:

Microfinance:

Microfinance, as defined by the National Bank of Agriculture and Rural Development, India, is the "provision of thrift, credit and other financial services and products of very small amounts to the poor in rural, semi-urban or urban areas for enabling them to raise their income levels and improve living standards" (Nanda, 1999). Further the relationship of income and employment is also stated with the help of microfinance.

The demand or need for micro finance comes from the lower income part of the society, who is without access to services provided by the government. In short, they are the poor. The effective micro financial services for the poor should entail mechanisms to turn savings into funds for a wide variety of uses. There has been a growing trend among MF practitioners that, in addition to credit, the poor need an entire range of financial services including savings, insurance, and fund transfers (Rutherford, 1999).

Contributions of Self-Help Groups:

The SHG is the popular form of microfinance tool in India. The contribution of SHGs in alleviating the poverty and strengthen the economy in all aspects is very good. So the SHGs are one of the best tool which helps to develop the economy. Apart from this the SHGs are used as a tool of empowering women.

An SHG is a group of individuals who, by free association, come together for a common collective purpose. The group is structured with known community. "Micro Finance through SHGs - A Boon for the Rural Poor" the article says that microfinance through SHG is become a weapon for the poor to fight against the poverty (Das, Rimjhim Mousami, 2004). The article further states that the SHGs are very effective in mobilizing the economic resources.

Government had many financial institutions which are providing micro credit to the SHGs for their development. NABARD is one of them. Many NGOs are started to guide and provide facilities to the SHGs.

The research held on topic "Impact of microfinance and self-help groups (SHG) on rural market development" analyses that the study conducted by NABARD revealed that financial services required by poor households are: safe-keeping of small surpluses in the form of thrift; access to consumption loans to meet emergency needs and financial services and products. The benefits in terms of higher income, consumption, and savings matter for the poor, the focus here is broader, as an attempt is made to assess some key dimensions of women‟s empowerment-defined broadly as expansion of freedom of choice and action to shape their own lives. Concluded with areas of future research emphasizing on review of literature on SHGs, the experiences of several leading NGOs involved in the formation of SHGs and interviews with chief executives and staff of other NGOs/projects promoting SHGs (Shinde K., 2014).

Resource Mobilization and Economic Empowerment:

Micro finance goes well beyond savings and loans. It also means access to social security, healthcare, housing, and even more fundamental needs such as employment and education. True economic empowerment means that one has the ability and opportunity to earn money, options for using that money, and mechanisms by which one can ensure that the money is used in the most useful manner possible. Murugaiah argues that without economic empowerment, the development of women is an empty promise Plans, policies, legislations, and laws provide only the philosophical blueprint for directing the progress of the society. Translated into practical terms, these plans fructify only when women receive economic power in their hands. Operationally, women's empowerment calls for creating a political, economic, and social environment, which enables their equal access to and control over means that are critical for leading socio-economically productive and healthy lives (Murugaiah, K., 2002).

Data Analysis:

Data analysis is done on the basis of observations done while visiting the SHGs in Pune District.

Data analysis is done by using the following resources;

1. **Manpower**
2. **Money**
3. **Management of activities**
4. **Machine or Equipment Handling**
5. **Materials**

These are the most important resources which affects the microfinance activities. Microfinance is a broad tool but SHG is the small and effective source to mobilize the above resources. SHGs plays very important role in mobilization of the resources to increase the revenues for themselves and to contribute for the developing economy.

Ten groups are analyzed as under;

1. **Manpower:** Manpower is the first resource which is required to generate the funds, willpower to earn, to form a group, to decide the objective, to do the task with permission of everyone in the group and managing activities in the group. SHGs are formed basically in the low income category people. So they are all ready to do the collective task with collective responsibility. Manpower required performing the tasks. If the manpower is less, they have to depend on their individual performances. But while discussing with the group members they told clearly that group performance is always more than individual efforts.

2. **Money:** SHGs are collecting their monthly savings for financing their group business. Sometimes the group deposits their savings to the banks and they try to get the micro loans. Money is the second resource which is important to develop the economy. 'Money creates money' is a logical but it works. SHGs exactly using the same idea to generate money. SHGs are performing their group activities properly and maintain the financial rapport and apply for micro loans to the commercial banks. Banks sanction their loans and provide financial assistance to the SHGs. Using the finance in proper way SHGs try to earn income. The main benefit of the SHGs in the market is found that high frequency of loan repayment. It means money is no longer blocked.
3. **Management of Activities:** Government and NGOs are guiding SHGs for improve their economic performance. SHGs are also taking the assistance of others to managing their activities of business. Small businesses will help them to earn money. SHGs have to manage their funds, manpower, materials, equipment and Marketing as well. Selling their products is also a difficult task.
4. **Machine or equipment handling:** SHGs required some equipment to run their business. They have to handle it properly to produce their products. Loans are taken to acquire the assets. SHG members must have the technical skill to handle the equipment. NGO and government organize some campaigns to train the SHG members. Equipment buying mobilizes the funds.
5. **Material:** It includes the two types of materials viz. Raw Material and Finished Products. SHGs require raw materials to produce finished product. Once the availability of raw materials is assured SHGs use the own manpower, money, management and machinery to produce the finished products. The selling and marketing of the finished product activity is also handled by the group members itself. This resource is also important to activate the market potential into the employment to revenues.

Resources Mobilization: Overall the microfinance is one of the best tools to recognize the market potential and mobilize the resources. SHGs are helping out to drive the economy towards various objectives of the economy like increasing employment, alleviation of poverty, loan availability for lower income groups, higher frequency of manpower and income generation etc.

Findings:

- Government had taken many initiatives to provide the assistance to the SHGs. Many MSME projects are offered to the SHGs to do and increase the income level.
- It was found that the resources mobilization creates some positivity in the market. The low income or poor can be surviving through the SHG programme.
- Economy can be developed through the microfinance because the frequency of the resources can be increased if the micro loans are provided to the SHGs.
- Employment generation is the primary task found while studying SHGs.
- Economic stability should be observed when the continuous fund mobilization should happen.
- Communication gap is observed in to the SHGs, NGOs and Government. The financial assistance is given but after that group working is not observed by the NGOs and government properly.
- Government initiative that is 'Prime Minister Employment Generation Programme' is the latest programme to improve economic performance through microfinance.

Conclusion:

Contribution of SHGs is great in the Indian economy. The empowerment of women and poor people will definitely help to improve their income and live better life. Fund mobilization helps to create positive approach in the economy; considering NGOs and Government initiative. The SHGs creates confidence to mobilize funds and ultimately the resources.

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"Role Of Private Banks In The Growth Of Indian Economy"

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ABSTRACT:

In 1969, the Banks were nationalized by the then Govt. of India. This step has changed the paradigm shift of priority sector of banks from Class banking to Mass Banking. The Banking should reach to poor sector of the society. The 14 Indian commercial banks in private sector were nationalized in July 1969 and some others thereafter were not sufficient for Inclusive Financial Growth and to extend credit to the rural and urban poor. Micro financing is one of the important tools for inclusive growth. The Banks like ICICI bank are trying to collaborate their services with Self Help Group in order to extend credit to these groups. Along with private banks the leading foreign commercial banks like Citibank, HSBC and the Standard Chartered Bank are also looking for the business in rural India. The Banks presently are moving on the line of Agent base model than branch base model. This helps banks to operate with economy. The banks are now introducing mobile based services concept for the rural sector also to reach to the rural customers directly. The economic reforms implemented from 1990 must be linked with the structural financial institution where private sector banks have to play very important role. Capital adequacy norms, product innovation, use of modern technology, risk management, skill and efficiency of Human resources, application of corporate governance, CRM, customer orientation, asset management are some of the challenges emerged which are to be focused by the private sector banks. Thus in the developing economy like ours the private sector banks will help country grow and prosper. The cost reduction techniques and application of modern technology will help the growth of private banking sector.

Key words: Class banking, Mass Banking, Structured financial institutions, stiff competition, Product innovation, Customer Relations Management, Economic Reforms,

INTRODUCTION

"In 1969, the Banks were nationalized by the then Govt. of India. This step has changed the paradigm shift of priority sector of banks from Class banking to Mass Banking. The Banking should reach to poor sector of the society. The 14 Indian commercial banks in private sector were nationalized in July 1969 and some others thereafter were not sufficient for Inclusive Financial Growth and to extend credit to the rural and urban poor. Accordingly private banking sector entered into banking scenario for further financial growth. The inclusion of weaker section of the society in financial aspects shall be the top priority of Indian economy. Merely nationalized or cooperative sector banking cannot help to serve this purpose. Accordingly private sector banks have to play vital role in the development of Indian economy like ours. Presently the private sector Banks are working only in Urban or Semi urban areas but if they need to hold and sustain the business it is important for them to go to the rural Indian sector. The large number of excluded group from structural financial institutions such as poor and unprivileged sector is an opportunity for banking business. The Banks must draft their strategies and policies suited to reach to the excluded customers from banking arena. The need base banking produces will help to increase contribution of private sector banks in the Indian banking scenario. Technology and expertise is not the problem for Indian banking sector and especially for the private banking sector. it must be properly concentrated.

The private sector banks are subject to the provisions of the banking Regulation Act, 1949. The public sector banks are governed by their respective funding status and by those provisions of Banking Regulation Act, which is specifically applicable for them only. The Urban Cooperative Banks on the other hand are governed by the provisions of cooperative societies Act of the respective states and certain provisions of Banking Regulation Act are also applicable to them. The Banking sector policies introduced by the Govt. of India help to promote Pvt. Banking in India.

Growth of Deposits & Advances of Private Sector Banks (Rs. In crores)

DEPOSITS	**2013**	**2014**	**2015**
TOTAL OF 13 PVT BANKS [I]	10,560,161.05	12,193,298.41	14,073,204.56
TOTAL OF 7 NEW PVT BANKS [II]	10,562,174.05	12,195,312.41	14,075,219.56
TOTAL OF 20 PVT BANKS [I+II]	**14,762,849.46**	**17,048,598.87**	**19,690,669.40**
ADVANCES			

TOTAL OF 13 PVT BANKS [I]	269,937.30	299,262.32	288,853.29
TOTAL OF 7 NEW PVT BANKS [II]	873,311.28	1,043,672.29	1,255,063.92
TOTAL OF 20 PVT BANKS [I+II]	**1,143,248.58**	**1,342,934.62**	**1,543,917.21**

Old Private Sector Banks: The old private sector banks were those banks which were working in the private sector before the great depression. The old private sector banks have been operating since a long time and may be referred to those banks, which are in operation from before 1991. These banks are more than 50 years old. The banks, which were not nationalized at the time of bank nationalization that took place during 1969 and 1980 are known to be the old private sector banks.

New Private Sector Banks: The new private sector banks are those that have come into operation very recently. The banks, which came in operation after1991, with the introduction of economic reforms and financial sector reforms are called as new private sector banks. Banking regulation act was then amended in 1993, which permitted the entry of new private sector banks in the Indian banking sector. However there were certain criteria set for the establishment of the new private sector banks.

- The bank should have a minimum net worth of 100 crores.
- The promoters holding should be a minimum of 25% of the paid up capital.
- Within 3 years of the starting of the operations, the bank should offer shares to public.

The new private sector banks that were established in the private sector after the Second World War actually escaped from the conditions of nationalization. There are seven new generation private sector banks in India. They are Axis Bank, Development Credit Bank, HDFC Bank, ICICI Bank, Indusind Bank, Kotak Mahindra Bank and Yes Bank.

Rural Banking and Private Sector Banks

Commercial bank like ICICI Bank Ltd. is now expanding its business to rural Banking sector. The Bank is operating the small office in village to interact between villager and Banking business. The crop loans, housing loans, automobile loans, farm equipment loans, seed financing and insurance products are some of the private banking business priorities in rural sector. The Borrowers from private banks like ICICI Bank has increased to 97000 today from 45000 of the year ended 31.3.2012 and the rural loan amount has increased to Rs.32000 crores today from 17000 crores as on 31.3.2012. The rate of NPA is also as per the norms laid down by RBI. Thus the private banking business in India is helping to grow rural Indian economy.

Micro financing is one of the important tools for inclusive growth. The Banks like ICICI bank are trying to collaborate their services with Self Help Group in order to extend credit to these groups. Along with private banks the leading foreign commercial banks like Citibank, HSBC and the Standard Chartered Bank are also looking for the business in rural India. The Banks presently are moving on the line of Agent base model than branch base model. This helps banks to operate with economy. The banks are now introducing mobile based services concept for the rural sector also to reach to the rural customers directly.

Accordingly the private Banks and finance companies are becoming specialized to offer their financial services to the rural people and farmers. This is resulting in economic growth of the rural sector in India. The financial assistance to the farmers is the path of progress of the country like ours. The private Banks are hence to play important role in economic development of the country.

Bank Group wise Deposits and Advances

There has been noticeable variation in credit expansion across bank groups. The credit extended by public sector banks was much higher during 2013 as compared to 2012. As compared to public sector banks the credit extended by foreign and private sector banks was very lower. This does not mean private sector banks have not contributed to the economic development but it should be considered in terms of number of branches of public sector banks and the private sector banks. The relatively slower pace of credit expansion by foreign and private sector banks has also added the perception of inadequate credit flow in the system. The deposits of foreign and private sector banks however has been increasing and showing consistent growth.

Bank Group wise Deposits & Advances

Bank Group	Annual growth (Y-o-Y% wise)	
	Jan. 2012	Jan. 2013

A) Deposits		
Public Sector Banks	24.2	24.2
Foreign Banks	34.1	12.1
Pvt. Sector Banks	26.9	13.4
Scheduled Commercial Banks*	25.1	21.2
B) Advances		
Public Sector Banks	19.8	28.6
Foreign Banks	30.7	16.9
Pvt. Sector Banks	24.2	11.8
Scheduled Commercial Banks*	21.4	24.0

* Including Regional Rural Banks

Source: R.B.I. Third Quarter Review of Monetary Policy 20.12.2013

The above table explains that the year to year wise growth in percentages related to Deposits and advances shows significant growth. The credit expansion by Private Sector banks and foreign banks is considerably increasing and also contributing for economic growth of the country.

Technology adopted by Private Sector Banks

The New Generation Private Sector Banks are experiencing the positive change in their work and performance. This change is welcome by the customers of the banks. Quick decisions, paperless transactions, Electronic media for transactions, core banking system are some of the areas which make private sector banking more relevant to the changing era of globalization.

Customer Relationship and Private Banks

The new generation private sector banks have with a view to increasing their profitability resorted to outsourcing of number of routine banking operations. The customers have no personal touch with the private banks. The staff cannot have direct relationship with the customers. The customers should get extra personalized services. This is now missing in the new generation banks. So even then there is competition the new generation private sector banks are showing good growth of the business.

Competition Among Private & Public sector Banks

The banks are presently having the stiff competition as private, public and foreign banks. The banks are now reaching to the door steps of the customers and yet there is a very stiff competition and every organization has to be competitive in nature and well equipped with efficient staff members.

Apart from various modern technologies used, the private sector banks are approaching for debit and credit cards, wise product range, suitable for customers (need base products),infrastructure and other facilities are thus available. The E-Banking facilities are provided by the banks.

Although there is phenomenal improvement in the services offered by these banks there is abnormal growth in transaction cost.

Problems of Growth (Spread up) of private sector banking

1. These private banks are asking for abnormal minimum balance in the savings and current accounts, which an ordinary customer finds it difficult to maintain. The ordinary customers are in impression that these are for rich class and he shifts himself to cooperative banks working in urban areas.
2. To some extent public sector banks and old generation banks offer personalized services to its customers. So in spite of competition new generation private sector banks and the public sector banks are showing better growth in their business.
3. The Banking sector policies pursued by the Finance Ministry and the reserve Bank of India are as per the overall framework of the economic policies of privatization and liberalization as well as globalization. The policy framework does not take into consideration the special type of task performed by private banks.
4. All the financial factors are mounting pressure on performance of banks and in their quest to remain competitive, Indian banks are now more concerned for enhanced profitability and they have become even more accountable to their stakeholders.
5. As a result of globalization there is emergence of new banks, new financial institutions, new instruments and new opportunities in the environment. The mergers of banks have also resulted in the various problems to be faced by the existing private banks. Even the Indian Banking industry is one of the best in Asia in terms of efficiency the industry has to go long way to compete with other New Asian Banks.

Product Innovations (suited to satisfy local needs)

Because of the great competition in the market the banking sector, it has become the need of bankers for innovative new financial products. Banks are facing competition from many and varied financial institutions. Accordingly the financial products suited to the local needs are to be innovated. New products and services include opportunities in credit cards, consumer finance and wealth management as a retail business and fee based revenue and investment banking as a who9lesale banking business. The products must suit individual requirement, banks hence must opt for the product innovations. Thus banks especially private banks are to get engage in product innovation concept to become customer friendly working in the changing banking scenario.

Utilization of Skillful and Technically Qualified

As compared to public sector banks where staff recruitment process is rigid and the structured framework is complex, private sector banks have an advantage to recruit skill & technically sound personnel. So the private sector banks can get efficient and good quality human resources for them. However, they are to face the problem of sustaining the quality human resources in their banks for longer time.

Retaining the Customers

Customer Relationship Management is the tool to acquire new customers and to retain old customers and to provide the quality service to new as well as existing customers. Banks are to gain customer's loyalty as it becomes a positive strength of the bank. Consistent study of market by market survey and study of customer behavior will help the banks to assess the needs of customers. This will further help in retaining the customers. It will further grow the banking business.

Conclusion

1. In the competitive age of globalization, banking will be a challenging business. The customers are having very high expectations from the banks.
2. The private sector banks will have to use modern technology and ensure that the top most customer service is rendered at a reasonable cost. This will increase their sustainability in the market.
3. In the light of the fact that the considerable population of India being still illiterate the personal relation and better service is still important factor for private banking sector.
4. The Private sector banks have an opportunity to prove themselves in globally challenged financial sector. The banks should go for earning moderate and reasonable profits by providing better financial services.
5. Indian banking sector has witnessed the working of new generation private sector banks. The private sectors banks are viewed as brand new approach. In Indian economy in the context of increased population this change is necessary.
6. Indian economy will be 4th largest economy in the world by 2025 with a GDP growth rate of 7 to 8 percent per year. This economic growth can only be possible if the private banking sector along with other players in financial market work together and efficiently.
7. The economic reforms implemented from 1990 must be linked with the structural financial institution where private sector banks will play very important role.
8. Capital adequacy norms, product innovation, use of modern technology, risk management, skill and efficiency of Human resources, application of corporate governance, CRM, customer orientation, asset management are some of the challenges emerged which are to be focused by the private sector banks.

Thus in the developing economy like ours the private sector banks will help country grow and prosper. The cost reduction techniques and application of modern technology will help the growth of private banking sector.

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"Financial Inclusion "The Factual Story"

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ABSTRACT:

Financial inclusion has become a buzzword for government's intent on tackling poverty and inequality among the citizens. India's Prime Minister Mr. Almost half of all adults in the world are 'unbanked', most of them living in South Asia, Africa and the Middle East.

India is an emerging economy. Its CAGR growth rates anticipated a 7.2 %, which is the best growth rate planned by any in the entire world at present in 2016-17. Even China has started slowing down in terms of annual growth rate. Social Judgment is essential while a country is planning to grow towards its development goal. The last person standing in the order of prosperity in a country has to reap and obtain the fruits of economic development, this is financial inclusiveness and this will improve the social contentment. So the development planning in ' NITI Aayog' are expected to frame a development path in which financial inclusion is important as it will reduce income disparity in our demography.

Key Words: Financial Inclusion, Jan Dhan Yojana, Social Judgment, NITI Ayog

Introduction:

One of the biggest economic stories of our time is the reduction of poverty around the globe. Many low-income and emerging economies are catching up with richer nations in terms of per capita income. Extreme poverty, measured as life on less than US$2.50 per day, has been halved. And for the first time in recorded history, there are now more people in the middle class than in poverty. Mexico epitomizes these achievements—with extreme poverty falling by 60 percent and the middle class doubling in size over the past ten years.

Yet, despite this progress, poverty is still high. The Latin America region remains by many measures the most unequal in the world.

There is also large income inequality on a global scale. Worldwide, inequality of individual wealth is extreme. A research paper published by Oxfam in January 2015, shows that the richest 1 percent have seen their share of global wealth increase from 44 percent in 2009 to 48 percent in 2014, and at this rate, it will be more than 50 percent in 2016. The 80 richest people on the planet have the same wealth as the poorest 3.5 billion people, the report says. Inequality is not just a moral issue—it is a macroeconomic issue. Research shows that countries with higher inequality tend to have lower and less durable growth. Inequality chokes the prospects for individuals to realize their full potential and contribute to society.

For the poor, access to basic financial services such as payments, savings and insurance holds out the potential to generate huge benefits. With improved financial access, families can smooth out consumption and increase investment, including in education and health. They can also insure against unfavorable events. For firms, especially small and new ones, access to finance can encourage investment in new and more productive technologies. It can also help them expand—hire more people and even mature to a larger scale.

There is also a widespread recognition that financial exclusion forms part of a much wider social exclusion, faced by some groups who lack access to quality essential services such as jobs, housing, education or health care.

According to N. C. Saxena, member of the National Advisory Council, widening income disparity can be accounted for by India's badly shaped agricultural and rural safety nets. "Unfortunately, agriculture is in a state of collapse. Per capita food production is going down. Rural infrastructure such as power, road transport facilities are in a poor state," he said. "All the safety net programmer are not working at all, with rural job scheme and public distribution system performing far below their potential. This has added to the suffering of rural India while market forces are acting in favour of urban India, which is why it is progressing at a faster rate. The Impact of this is that growing income inequality in India has negatively impacted poor citizens' access to education and healthcare. People working in unorganized sectors are the worst sufferers of economic inequality. They are characterized by low wages; long working hours; lack of basic services such as first aid, drinking water and sanitation.

The various steps taken by the Indian government to reduce economic inequality include[1]:

[1] Income inequality in India lowest among emerging nations: OECD

- Jan Dhan Yojana : A financial inclusion scheme aimed at bringing banking services to the poor.
- Labour Reforms: States such as Rajasthan and Maharashtra have attempted to reduce number of rules and regulations for hiring of labour.
- Progressive taxation : India has a progressive taxation system, in which the rich are taxed more than the poor

The 'unbanked' and widening access: International experience

Research shows a number of countries have made great strides in financial inclusion in the last decade, leading the way for others. Bangladesh, Vietnam and Russia have made much progress in expanding access to ATMs and bank branches. Indonesia and Malaysia are making headway with newer innovations in financial inclusion, such as electronic banking.

Economies in East Asia tend to do better than those in Africa, but there are pockets of strength even in less inclusive countries, such as Kenya and Saudi Arabia.

Still, about 2.5 billion adults around the world remain outside the financial system. Inclusion is particularly low in countries such as Nigeria, Uganda, Pakistan, Ghana and Egypt and only modestly better in some of the larger emerging markets such as China, India and Brazil.

Financial Inclusion

Background

In India, the Banking industry has grown both horizontally and vertically but the branch penetration in rural areas has not kept pace with the rising population and the need for accessible financial services. Even after decades of bank nationalization, whose rationale was to shift the focus from class banking to mass banking, we still find usurious money lenders in rural areas continuing to exploit the poor. After economic reforms of 1991, the country can ill-afford not to include the poor in the growth paradigm. Financial Inclusion of the poor will help in bringing them to the mainstream of growth and would also provide the Financial Institutions an opportunity to be partners in inclusive growth.

The efforts to include the financially excluded segments of the society in India are not new. The concept was first mooted by the Reserve Bank of India in 2005. In the year 2011, the Government of India gave a serious push to the program by undertaking the "Swabhimaan" campaign to cover more than 74,000 villages, with population more than 2,000 (as per 2001 census), with banking facilities. The learning's from the campaign suggest that:

- The campaign focused only on the supply side by providing banking outlets in villages of population greater than 2000 but the entire geography could not be covered.
- The target was for coverage of villages and not of the households
- It also came out that some technology issues hampered further scalability of the campaign.
- The deposit accounts so opened under the campaign had very limited number of, or no transactions
- The task of credit counseling and Financial Literacy did not go hand in hand with the campaign. Consequently the desired benefits were not visible. Learning from the past, the present proposal is, therefore, an integrated approach to bring about comprehensive financial inclusion.

International presence of Financial Inclusion

Comprehensive Financial Inclusion incorporates ensuring access to financial services and timely & adequate credit to the excluded sections i.e. weaker sections & low income groups. It is a known fact that in India, while one segment of the population has access to assortment of banking services encompassing regular banking facilities & portfolio counseling, the other segment of underprivileged and lower income group is totally deprived of even basic financial services. Exclusion of large segments of the society from financial services affects the overall economic growth of a country. It is for this reason that Financial Inclusion is a global concern. In **Sweden and France,** banks are legally bound to open an account for anybody who approaches them. In **Canada,** law requires Banks to provide accounts without minimum balance to all Canadians regardless of employment / credit history. In the **United States,** the Community Reinvestment Act (1977) is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods, consistent with safe and sound operations.

Financial Inclusion: Current Status – India

- Despite various measures for financial inclusion, poverty and exclusion continue to dominate socio economic and political discourse in India even after six decades of post-independence era. Through economy has shown

impressive growth during post liberalization era of 1991, impact is yet to be percolated to all sections of the society and therefore, India is still home of 1/3rd of world's poor.

- The present banking network of the country (as on 31.03.2014) comprises of a bank branch network of 1,15,082 and an ATM network of 1,60,055. Of these, 43962 branches (38.2%) and 23334 ATMs (14.58%) are in rural areas

Financial Inclusion – Summary progress of all Banks including Regional Rural Banks (RRBs)

Particulars	**Year ended March 2010**	**Year ended March 2014**	**Year ended Mar 2015**	**Progress April 2014 - Mar 2015**
1	**2**	**3**	**4**	**5**
Banking Outlets in Villages - Branches	33,378	46,126	49,571	3,445
Banking Outlets in Villages – Branchless mode	34,316	337,678	504,142	166,464
Banking Outlets in Villages -Total	67,694	383,804	553,713	169,909
Urban Locations covered through BCs	447	60,730	96,847	36,117
Basic Savings Bank Deposit A/c through branches (No. in million)	60.2	126.0	210.3	84.3
Basic Savings Bank Deposit A/c through branches (Amt. in □ billion)	44.3	273.3	365.0	91.7
Basic Savings Bank Deposit A/c through BCs (No. in million)	13.3	116.9	187.8	70.9
Basic Savings Bank Deposit A/c through BCs (Amt. in □ billion)	10.7	39.0	74.6	35.6
BSBDAs Total (No. in million)	73.5	243.0	398.1	155.1
BSBDAs Total (Amt. in □ billion)	55	312.3	439.5	127.3
OD facility availed in BSBDAs (No. in million)	0.2	5.9	7.6	1.7
OD facility availed in BSBDAs (Amt. in □ billion)	0.1	16.0	19.9	3.9
KCCs (No. in million)	24.3	39.9	42.5	2.6
KCCs (Amt. in □ billion)	1,240.1	3,684.5	4,382.3	697.8
GCC (No. in million)	1.4	7.4	9.2	1.8
GCC (Amt. in □ billion)	35.1	1,096.9	1,301.6	204.7
ICT A/Cs BC Transaction (No. in million)*	26.5	328.6	477.0	477.0
ICT A/Cs BC Transactions (Amt. in □ billion)*	6.9	524.4	859.8	859.8
*: During the financial year.				

Source: Table IV.6, RBI Annual Report, 2014 -Version dated 27/08/2015

- The statistics show that there is substantial progress towards opening of Bank accounts of people from excluded segment, providing basic banking services during the recent years as indicated above. However, it is essential that all sections to be financially included in order to have financial stability and sustainability of the economic and social order.

Pradhan Mantri Jan Dhan Yojana

It is a scheme for comprehensive financial inclusion launched by the Prime Minister of India, Mr. Narendra Modi on 28 August 2014. He had announced this scheme on his first Independence Day speech on 15 August 2014. Run by Department of Financial Services, Ministry of Finance, on the inauguration day, 1.5 Crore (15 million) bank accounts were opened under this scheme. By 28 January 2015, 12.58 crore accounts were opened, with around ₹ 10590 crore (US$1.7 billion) were deposited

The mission mode objective of the PMJDY consists of 6 pillars proposed to be achieved in Two Phases:

1. Universal access to banking facilities
2. Financial Literacy Program
3. Providing Basic Banking Accounts with overdraft facility and RuPay Debit card
4. Creation of Credit Guarantee
5. Micro Insurance
6. Unorganized sector Pension schemes like Swavlamban

Objective:

"Pradhan Mantri Jan-Dhan Yojana (PMJDY)" is ensuring access to various financial services like availability of basic savings bank account, access to need based credit, remittances facility, insurance and pension to the excluded sections i.e. weaker sections & low income groups. This deep penetration at affordable cost is possible only with effective use of technology.

PMJDY is a National Mission on Financial Inclusion encompassing an integrated approach to bring about comprehensive financial inclusion of all the households in the country. The plan envisages universal access to banking facilities with at least one basic banking account for every household, financial literacy, access to credit, insurance and pension facility. In addition, the beneficiaries would get RuPay Debit card having inbuilt accident insurance cover of ₹ 1 lakh. The plan also envisages channeling all Government benefits (from Centre / State / Local Body) to the beneficiaries accounts and pushing the Direct Benefits Transfer (DBT) scheme of the Union Government. The technological issues like poor connectivity, on-line transactions will be addressed. Mobile transactions through telecom operators and their established centres as Cash Out Points are also planned to be used for Financial Inclusion under the Scheme. Also an effort is being made to reach out to the youth of this country to participate in this Mission Mode Program.

JDY-problems and flaws in its implementation.

Prime Minister Mr. Narendra Modi has started ambitious Jan Dhan Yojana to bring crores of poor in financial mainstream. Although the goal is praiseworthy, but there are realistic problems in the way.

- It is still doubtful if PMJDY these will actually increase income of poor. Further farmers are committing suicide because moneylenders give loan to them at very high interest rates, but taking loans from banks also does not change their condition much. Getting loan from local bank is much more troublesome.
- The main aim is to eradicate financial untouchability by opening bank accounts for poor. Right now, 42 per cent of the population of the country is out of banking system. This is a huge task and many bankers feel that it can drain huge resources of already strained industry. According to estimates, banks would have to spend around Rs. 18,000-20,000 crore on Jan Dhan Yojana. It could be an investment for long term benefits. India spends Rs. 3-4 lakh crore per year on all subsidies combined. If in the end, even if 10 per cent money could be saved then it will cover entire cost of the operation. As communicated by the government, each account will have Rs. 5,000 overdraft facility, therefore total exposure would be Rs. 37,500 crore. Assuming 25 per cent risk, there would be about Rs. 7,000 crore potential loss for the banking industry.
- Some of the finer points of the scheme does not look that good. The insurance cover is linked to the transaction history of the accountholder. RBI promoted National Payments Corporation of India (NPCI) will bear the insurance cost, not the government, from the income generated from the transactions on the RuPay platform. For every ATM transaction, the bank will pay NPCI 40 paise. For every sales transaction, NPCI will get 60 paise. Most probably, although the volume of accounts will increase for banks, but not same can be said about number of transactions.
- Last mile connectivity is still a big question mark. According to the plan, this will be taken care by banking correspondents. These agents will go to each and every village, thus banks will not have to open branches in remote areas. But they are paid as per the commission on the transactions. So until and unless government plans to include fertilizer, food and kerosene subsidy in it, generating enough commission would be tough task.
- Right now, there are two lakh agents working with different banks, but to roll out the entire plan as envisaged would require another five lakh agents to be recruited. The concept of agents has not worked as efficiently as planned. Therefore recruiting more agents raises questions. However, if new accounts have to remain active not dormant, then only solution is to increase number of banking correspondents.

PM's Jan Dhan Yojana faces access deficit

For Prime Minister Narendra Modi's newly launched Jan Dhan Yojana to be successful, India needs to provide over 100 million households access to banks, data show. An even harder step, however, is likely to be access to credit.

As of March 2012, the most recent year for which relevant Reserve Bank of India (RBI) statistics are available, India had over 900 million deposit accounts. Of these, over 770 million were in the names of individuals.

Gender gap

There is also a significant gender gap in banking; by 2012, for every 1,000 deposit accounts opened in the name of men, just 394 were opened in the name of women. Chhattisgarh, West Bengal, Madhya Pradesh, Maharashtra and Gujarat were even worse than the national banking sex ratio, while Delhi and the four southern States were better.

The two accompanying charts, culled from the Reserve Bank of India's (RBI's) report on financial inclusion, show the true picture of financial inclusion in the country. Chart 1 shows the increasing importance of moneylenders in the rural economy. The data is till 2012 but the report says, "the Committee is of the view that this scenario may not have changed materially in the last couple of years." Chart 2 shows how the poorest borrowers, those with smaller landholdings, have to rely more on moneylenders. Sure, many new bank accounts have been opened, but the report points out that 40% of accounts did not see any deposits or withdrawals in 2014.

Conclusion: In today's increasingly interconnected world, linked by ever growing financial flows, more than a third of the global population is still financially excluded. It is an economic and a moral imperative that we reach them and empower them.

Financial inclusion can help and if supported by robust policies, it can go hand in hand with financial stability. Financial inclusion empowers individuals and families, especially women and the poor, and well-functioning financial systems enrich whole countries.

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Information Systems requirements in the educational institutes on different levels of organizational as unique structure of organization.

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ABSTRACT

There is an information system s need at all levels of an organization. Because education institutes have different decision making structures, we need to analyze the needs of information systems differently than the generic COTS (Commercially Off The Shelf) systems which are available in market.

This paper tries to identify different levels in the organizational structure and also need of information systems within the structure for all levels in the organization. Here authors being from the educational organization, requirements of the information systems are analyzed depending on their experience of data analysis.

It is observed that all information system needs and requirements needs to be studied as the 'user- machine' integration as far as digital usages in the educational institutes are concerned. ROI (Return on Investment) and TCO (Total Cost of Ownership) plays vital role in such organizations because of the resources requirement of designing and development of the digital information systems. Integration of these systems on different levels is also a major problem area for these institutes. A framework is to be suggested to accommodate all the requirements of the systems in such organizations.

Introduction

Educational institutes usually have unique way to work than the generic manufacturing or financial organizations. The information systems requirements are different for these institutes as these are more service oriented than the product oriented. The services offered by the education institutes are different in structures and requirements than other industries services.

As far as structures of these institutes are concerned, they are multilevel. This is because of their hierarchical decision making structures. Information processing for these structures are different of different levels.

The information requirements on transaction processing level are different than management level for different academic bodies and structures. There is a requirement to look at different type of information storage structures for processing MIS (Management Information Systems) report.

Structural requirements

When we look at the structures, on the broad basis it can be explained as below

1. Structure of different bodies is hierarchical in nature
2. They are more cross functional in nature
3. There is a component of trans organizational data processing like University, other colleges, UGC etc.
4. Decision making is more bureaucratic in nature.
5. SOP (Standard Operating Procedures) are well defined with the statute and ordinances
6. Outside components are interacting with the organization for information processing
7. Data is processed as per scope as internal data and external data.
8. Most of the departments are isolated and processing data on their own without having knowledge to the management as no MIS reports are thought about than the traditional report.
9. Most of the data processing is done with traditional style.
10. No analytical methods are used in most of the education organizations; the problem is more serious when it is government organization.

Basic structural diagram for the educational institutes

Functional structure and information requirement

As far as functional structures are concerned, they can be divided in major four parts

1. Academic
   a. Here most of the information is required by two entities 1. Students and 2. University staff. The information requirements are very high at transaction level here. But the frequency of use of information is more in the start of academic year. This requirement can be fulfilled by the customized application by the organizations or there is possibility of using ERP module by many organizations who are in academic ERP solution providers.
2. Administration

   This is typically an administration setup where this has two categories, teaching administration and non-teaching administration. Information requirements in this department are different types of transaction reports and management reports. The data mostly consists of the personal and professional information about the people.
3. Finance

   All financial transactions are recorded and reported in this function. There are both types of setups as single point processing and distributed processing. Mostly this is connected but most of the time the record keeping is manual and at some places it is with the software like Tally. Now there is also a movement and requirement to have these records online as the transactions may happen online with the help of Internet.
4. Examination

   This is one of the most important department where, information processing required very high accuracy every time and is mostly confidential in nature at the time of processing. security requirements and backup requirements are very high in this function. All examination and eligibility data is processed here. the volume of the data processed here is very high and frequent depending on what type or education organization this is. Complexity of data transfer and processing is high if the institutes have affiliated colleges or institutes.

Categorization of systems suggested as recommendations

As per the observations and fact finding from interviews following information systems structure can be introduced. The organizational working should be divided with different components from the functional areas. Suggested levels of components are as follows from bottom to top.

1. Transaction processing systems

Most of the systems where user interaction is happening as the data input can be developed and deployed in this level. eg. student's data at the time of admission, examination forms etc., staff/employee data when interacted with system at the time of employment as well as interactions from time to time.

2. Office Automation Systems

Any records which are automated using office automation system should be handled in this level. Usually as the data input comes in the form of text and numbers, a DBMS or RDBMS is suggested here. But some of the documents are maintained in the form of the letters/text/ordinances etc. these documents can be indexed subject wise having meta-data layer explaining the nature and subject of documents depending on priorities.

3. Knowledge work systems

Here the designs and innovation software are recommended to be used by the stakeholders. Basically these information systems will help to come out with new designs in different subject domains like science, arts etc. These systems will collect and store data about the designs, blue prints etc.

4. Management Information System

Mostly works done with the reports are handled here giving all type of information without categorization of the information. There are broad categories of information but this is mostly semi-structured in nature. So handling and processing the information at this level is little difficult and can be tricky some time.

5. Decision Support Systems

These systems are recommended for providing decision makers with various alternative solutions to the problems. typically most of the time other than routine decisions, there are some decisions which requires analysis of different types. Especially this is required when the alternates are more having different impact on the environment.

6. Executive Information System

These systems are recommended especially for the people like Vice Chancellor/BCUD/Registrar/FAO etc. These systems can provide these higher level management people to look at the information from different perspective. These types of systems are recommended and used for strategic decisions which may affect the organization for long term.

Conclusion

Though we have started using information systems in the educational organizations, we are not yet implemented the systems which are integrated. Most of the systems today works in isolation and integration of these systems as a single point of view is recommended which is difficult. The users in the organization are in the need of training to make use of information systems for their benefits and for the benefit of organization for the documentation purpose.

In the view of Right to Information Act, collecting, storing and processing information for distribution plays very important role. Better thought structure and architectures of information system at the time of design will save lot of money and efforts for the organizations. Optimal use of information systems will help organization for better performance improving the efficiency of working including accuracy of the processing.

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Enterprise Resource Planning (Erp)

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ABSTRACT:

Technology innovation has been a prime and most happening inventions in this era. It has transformed the manufacturing sector which has undergone sea change in its productivity and efficiency, which is completely computerized gaining flexibility and quickness enabling to reach great levels. Enterprise resource planning is the technology that has helped the manufacturing sector to achieve this. Enterprise resource planning (ERP) has over the years gained a lot of importance for strategic Information Systems. Due to its flexibility in usage most large and medium organizations are adopting ERP solutions that integrates all aspects of a business. Organisations are getting all solutions under one roof which helps them for quick recovery, meeting competitive pressures , maintaining inventory and many more applications needed in the organizations.

Keywords: ERP, Importance, Communication, Top Management

Introduction

Enterprise Resource Planning (abbreviated to ERP) solutions are now commonplace in the day-to-day business of industrial, commercial and service-providing businesses. Also referred to as company software, business software, business management or commercial software, these solutions support and manage all the important business processes in communication, development, production and sales, and provide transparency in stock and the flow of goods.[1]

ERP evolution

In the 1980's software companies came out with MRP systems that ran on mainframe systems initially. Materials Requirement Planning(MRP) focused on reducing material shortages and excesses on the manufacturing floor. MRP focused on demands supplies, bills of material and other planning parameters and then suggests that buyers and planners take actions to place, adjust or cancel purchase orders and manufacturing orders. They also linked inventory related activity to the accounting systems so that there was a closed loop, integrated system which enabled manufacturers to better manage and account for the business.

In the 1990's Customer Relationship Management, or CRM, systems started to catch on. These systems allowed companies to manage the sales process and track activity with customers. They started as standalone products but eventually MRP companies and CRM companies merged, or MRP companies developed their own CRM systems. .[2]

Benefits of ERP for your Business

- Automation – leads to efficiency and effectiveness which enhances the productivity and gives good return of investment. It helps the people to balance their work without human interference.
- Performance – It avoids duplication and discontinuity in working as the ERP setup is across departments having common parameters using dissimilar business processes. This helps in accuracy, completeness and cost in speed to accomplish a given task.
- Integration – leads to bringing customers, suppliers and employees to realize complete benefit in all aspects of business through planning, organization, scheduling the production and distribution of the products in the organization.
- Reports – It helps policy makers get quality reports to conduct analysis and performance of the organizations.

Advantages & Disadvantages of ERP (Enterprise Resource Planning) Systems

ERP Systems make it easier to track the workflow across various departments. They reduce the operational costs involved in manually tracking and (perhaps) duplicating data using individual & disparate systems. In this article, let us have a look at the advantages and dis-advantages of implementing ERP (Enterprise Resource Management) Software Systems.

Advantages of ERP (Enterprise Resource Planning) System:

1. Complete visibility into all the important processes, across various departments of an organization (especially for senior management personnel).
2. Automatic and coherent workflow from one department/function to another, to ensure a smooth transition and quicker completion of processes. This also ensures that all the inter-departmental activities are properly tracked and none of them is 'missed out'.
3. A unified and single reporting system to analyze the statistics/status etc. in real-time, across all functions/departments.
4. Since same (ERP) software is now used across all departments, individual departments having to buy and maintain their own software systems is no longer necessary.
5. Certain ERP vendors can extend their ERP systems to provide Business Intelligence functionalities, that can give overall insights on business processes and identify potential areas of problems/improvements.
6. Advanced e-commerce integration is possible with ERP systems – most of them can handle web-based order tracking/ processing.
7. There are various modules in an ERP system like Finance/Accounts, Human Resource Management, Manufacturing, Marketing/Sales, Supply Chain/Warehouse Management, CRM, Project Management, etc.
8. Since ERP is a modular software system, its possible to implement either a few modules (or) many modules based on the requirements of an organization. If more modules implemented, the integration between various departments may be better.
9. Since a Database system is implemented on the backend to store all the information required by the ERP system, it enables centralized storage/back-up of all enterprise data.
10. ERP systems are more secure as centralized security policies can be applied to them. All the transactions happening via the ERP systems can be tracked.
11. ERP systems provide better company-wide visibility and hence enable better/faster collaboration across all the departments.
12. It is possible to integrate other systems (like bar-code reader, for example) to the ERP system through an API (Application Programing Interface).
13. ERP systems make it easier for order tracking, inventory tracking, revenue tracking, sales forecasting and related activities.
14. ERP systems are especially helpful for managing globally dispersed enterprise companies, better.

Disadvantages of ERP (Enterprise Resource Planning) Systems:

1. The cost of ERP Software, planning, customization, configuration, testing, implementation, etc. is too high.
2. ERP deployments are highly time-consuming – projects may take1-3 years (or more) to get completed and fully functional.
3. Too little customization may not integrate the ERP system with the business process & too much customization may slow down the project and make it difficult to upgrade.
4. The cost savings/payback may not be realized immediately after the ERP implementation & it is quite difficult to measure the same.
5. The participation of users is very important for successful implementation of ERP projects – hence, exhaustive user training and simple user interface might be critical. But ERP systems are generally difficult to learn (and use).
6. There maybe additional indirect costs due to ERP implementation – like new IT infrastructure, upgrading the WAN links, etc.
7. Migration of existing data to the new ERP systems is difficult (or impossible) to achieve. Integrating ERP systems with other stand alone software systems is equally difficult (if possible). These activities may consume a lot of time, money & resources, if attempted.
8. ERP implementations are difficult to achieve in decentralized organizations with disparate business processes and systems.
9. Once an ERP systems is implemented it becomes a single vendor lock-in for further upgrades, customizations etc. Companies are at the discretion of a single vendor and may not be able to negotiate effectively for their services.
10. Evaluation prior to implementation of ERP system is critical. If this step is not done properly and experienced technical/business resources are not available while evaluating, ERP implementations can (and have) become a failure.[3]

Common Modules

There are various modules in an ERP system like

- Finance/Accounts,

- Human Resource Management
- Manufacturing, Marketing/Sales
- Supply Chain/Warehouse Management
- CRM, Project Management [4]

Implementation Concerns

Several issues must be addressed when dealing with a vast ERP system namely:

Role of Senior Management :

- Senior managers are the key persons to any ERP implementation project.
  They are responsible for the successful working of the systems. Their commitment can be measured and monitored: typically this 'change readiness assessment' activity would be part of a change management program whereby the project team has a good handle on the readiness, willingness and ability of top management to implement the project. Effective feedback mechanisms also need to be in place to channel any concerns they may have and to take any relevant actions to address issues that surface – this can be achieved using techniques such as regular stakeholder interviews and surveys.
- Senior management supports the project manager in planning realistically by endorsing the decisions made.
- Deal with unexpected difficulties – this can be done by regular steering team meeting. The steering meeting is typically attended by the project sponsor (who should be one of the senior management team). The role of the sponsor is to underpin the work of the project manager and to assist in the resolution of contentious issues. [5]

Training

Training and updating employees on ERP is a major challenge. People are one of the hidden costs of ERP implementation A lack of proper training is one of the most common reasons that ERP projects fail, and it can also result in employees resenting the new system because they don't understand it.Making sure employees have a chance to become comfortable with the new system before it goes live will do wonders for your chances at ERP success. ERP systems are extremely complex and demand rigorous training.Training and frequent communication with users should be a top priority in the organizations.[6]

Selecting the right people

Organisation who want to implement an ERP system must be willing to dedicate some of their best employees to the project for a successful implementation. Often companies do not realize the impact of choosing the internal employees with the right skill set. The importance of this aspect cannot be overemphasized. Internal resources of a company should not only be experts in the company's processes but also be aware of the best business practices in the industry. Internal resources on the project should exhibit the ability to understand the overall needs of the company and should play an important role in guiding the project efforts in the right direction. Most of the consulting organizations do provide comprehensive guidelines for selecting internal resources for the project. Companies should take this exercise seriously and make the right choices. Lack of proper understanding of the project needs and the inability to provide leadership and guidance to the project by the company's internal resources is a major reason for the failure of ERP projects.

Conclusion

An ERP implementation is a huge commitment from the organization, it takes several years and costs in lakhs to complete. ERP solutions benefits an organizations to integrate various departments. Meticulous planning and proper implementation can help the organizations to get a good ROI. A well-designed and properly integrated ERP system allows the most updated information to be shared among various business functions, thereby resulting in tremendous cost savings and increased efficiency. Top management plays a driving force in its implementation process. They play major role in selecting the right vendor, right software pertaining to the business needs. While migrating to new systems issues such as sudden change, key business processes should be considered and adequate training to be given to employees. Top management should restructure the organization and job responsibilities accordingly to face the implementation issues of ERP.

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