

A STUDY OF QUALITY OF WORK LIFE – AN INDICATOR OF CORPORATE EXCELLENCE

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Abstract

Theoretical setting: Quality of work life has become progressively important moral obligation of business in the dynamic work environment. Over the years, across the globe in all business organizations. Organizations over the years as a retention strategies has opted some few distinctive practices to help employees to help them to strike a balance between family and work. This has become the need of the hour and inevitable for any business houses.

Purpose of the study: This paper is a study which helps to identify the factors that contribute to strike a balance for employees to manage work and family. In the light of it in turn it helps in giving an opportunity to move in the direction of achieving corporate excellence.

Keywords : Work life balance , Corporate Excellence.

Introduction

Quality of work life is need of the hour , which is one of the factor that influences corporate excellence . Work life balance refers to the level of happiness or dissatisfaction with one's career. In the present dynamic work culture which is associated with stress and strain work life balance is inevitable . Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as an asset to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Statement of the problem:

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work and enhances corporate excellence.

This being the virtual fact, the current study on Quality of Work Life among workers with special reference to Rail wheel factory, Bangalore, is expected to prove extremely useful for the organization to improve the quality of work life among its workers with the help of the recommendations .

Scope of the Study :

The study was directed at employees at "Rail wheel factory" Yelahanka, Bangalore. The organization is bringing out excellent strategies in striking quality of work life among employees in the organization.

Objectives of the study

1. To identify the factors affecting quality of work life.
2. To assess the satisfaction level of respondents.
3. To suggest suitable measures to improve the quality of work life among workers.

Review of Literature

- Taylor (1979) more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that relevant Quality of working life concepts may vary according to organization and employee group.
- Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the –basic elements of a good quality of work life|| as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.
- Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.
- Bertrand and Scott (1992) in their study –Designing Quality into Work Life|| found that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates.

Methodology

A descriptive study was undertaken on employees in the organization. The study required data to be collected from primary and secondary data. Primary data was collected from the respondents by raising a questionnaire. Secondary data was obtained from publication, journals, books etc... The data collected was compiled classified and tabulated, analyzed using statistical tools and applications.

Sampling

Convenience sampling was used to select 25 respondents of the organization.

Primary data:The data which are collected from the discussion with executive's consumers are primary data. Primary data are collected fresh and for the first time and thus are original in this research work the primary data consisting of questionnaires, direct contact with respondents and observation method.

Secondary data:The secondary data which is collected other than the primary data like journals, magazines, books, company brochures, company websites and other website.

Findings of the study

- ◆ Majority of respondents agree that the physical condition in the organization affects organizational effectiveness and agree that the communication flow between the departments is adequate and timely.
- ◆ Employees are allowed to share experiences to help each other and the company provides training for enriching the skills of employees which ensures good career prospect in the organization.
- ◆ Work timings is as per the Act and salary is in accordance to work and all employees are allowed to participate in top level management decisions.
- ◆ Respondents have agreed that if small variation in temperature, noise, lighting, or air pollution can considerably affect the employee performance. Medical facilities, atmospheric conditions are maintained and adequate rewards are offered is much above standard for their future stability of work and income. The organization has helped to ensure elevated feeling of self-esteem which has helped in expansion and development of the organization and oneself .

Conclusion

Quality of Work Life is widely used to refer to a philosophy in organizations that may increase the dignity of all workers, introduce changes in an organizational culture and improve the physical and emotional well-being of employees. One of the professions where each one tries to gain an upper hand on the other employee. Though many women joined factory with the hopes of being industrious and supporting their families, their dreams are shattered once they realized that it is very difficult for them to maintain work life balance. The special areas like timings of work, co-operation of co-workers. Considering all these factors the researcher comes to a conclusion that at Rail wheel factory, the quality of work life of employees is high.

SUGGESTIONS

Employees are the foundation for any organization who are the key assets of the organization. Their involvement and commitment towards the work is very important to foster this involvement, motivation of the employees plays an important role, which helps the employee to maintain the quality of work life. The suggestions given below are based on the analysis and observation. It can be taken into consideration to improve and enhance employee's quality of work life at Rail Wheel Factory.

1. Organization in order to satisfy employees and make them perform better needs to provide flexible timing, work should be as enjoyable as fun and games stress relief strategies such as tea breaks, library time etc. wherein employees can gather and spend some time with some fun which enhances their quality at work .
2. Infrastructural facilities such as crèches and day care centers, provision of hostels for working women helps to strike balance between family and work.
3. If work life policies are to be provided as per employee's requirement through survey in the organization and can improve its productivity.
4. Send appreciation letters to home address of the employees, as appreciation from the spouse or parents improves the morale of the employees and motivates them to do their work efficiently.
5. Meditation , Yoga can be practiced in the organization regularly, as it helps employees to develop positive qualities of generosity, tolerance, self confidence, discipline, creativity, will power, sense of gratitude, ability to learn, kindness, humility, forgiveness and compassion.
6. Organization should help the employees to turn improve the mental and physical health of the employees.

SCOPE FOR FURTHER RESEARCH:

It is believed that future research should employ longitudinal data for this type research topic. In addition, future studies should use different groups of employees or similar groups in other states to further validate the research findings.



IMPACT OF GST ON INDIAN ECONOMY

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Abstract

This paper is an analysis of what is the impact of Goods and Services Tax in India. The author has given a brief introduction on present tax system with drawbacks of VAT and the necessity of introduction of Goods and Services Tax in India. The author has also tried to put lights on the merits and demerits of GST on different sectors of the economy and common man. The paper will also takes the reader briefly through impact and problems faced by different countries across the world at the time of introduction of GST in their home country and learning's that we have to learn from the other countries mistakes and effects. In conclusion the paper finally says that the implementation of GST will be beneficial to country like India in long run even though we face few problems in short run as India keeps in itself huge diversity in its culture, customs and traditions.

1. INDIAN TAX SYSTEM - TODAY

The Indian constitution divides taxation powers between Center and States. Every company when earns profit should pay income tax to central government, these taxes are referred to as direct taxes.

The taxes paid on the manufacture of goods, service and consumption is referred to as indirect taxes. Few indirect taxes are levied by state government and few indirect taxes are levied by central government.

Taxation powers of Center:

- Income tax
- Excise duty
- Customs duty
- Service tax
- Central sales tax
- Rate of stamp duty on 10 specified instruments

Taxation powers of States

- VAT/Sales tax
- Excise duty
- Rates of stamp duty
- Tax on agricultural income
- Toll tax:
- Land and building
- Consumption/ sale of electricity
- Goods and passengers carried by road/inland waterways vehicles.
- Profession, trades, callings and employments
- Luxuries, including taxes on entertainment, betting and gambling.

2. GOODS AND SERVICE TAX

According to **101 Amendment act 2016** of the constitution of India “the goods and service tax in India is a value added tax and is proposed to be comprehensive indirect tax levy on manufacture, sales and consumption of goods as well as services at national level. It will replace all indirect taxes levied on goods and services by the Indian central and state government”.

Taxes supposed to be subsumed in GST

Central taxes

- Excise duty
- Additional excise duty
- Service tax
- CVD, SAB
- Surcharge

State taxes

- Entertainment taxes levied by state
- Luxury tax
- Tax on lottery
- Entry tax other than local bodies.
- Taxes not subsumed /included in GST
- Central Taxes
- Specific Cess
- Excise duty on tobacco products
- State taxes
- Items containing alcohol
- Entertainment taxes(local bodies)
- Entry tax for local bodies.
- Electricity duty

There are few taxes which may or may not be subsumed because of no consensus between central and the state governments and various other reasons. They are:

- Stamp duty
- Vehicle tax
- Electricity duty
- Other entry taxes and octroy
- Entertainment tax (levied by local bodies)
- Basic customs duty and safeguard duties on import of goods into India

3. NEED FOR GST

In the present tax system of India separate taxation of goods and services often requires splitting of transaction values in to goods and services for taxation, which is too complex. To simplify and rationalize indirect tax structure government has undergone several reforms of which VAT was one of the most vital change, after years of implementation of VAT both at central and state people have identified various drawbacks of cascading effect in CENVAT concept and not including several taxes like VAT, ACD, surcharge etc.

At present excise duty paid on the raw material consumed is being allowed as input credit only. For other taxes and duties paid for post-manufacturing expenses, there is no mechanism for input credit under the Central Excise Duty Act. Credit for service tax paid is being allowed manufacturer/ service provider to a limited extent. At present, the service tax is levied on restricted items only. Many other large numbers of services could not be taxed.

A major defect under the State VAT is that the State is charging VAT on the excise duty paid to the Central Government, which goes against the principle of not levying tax on taxes. In the present State level VAT scheme, Cen vat allowed on the goods remains included in the value of goods to be taxed which is a cascading effect on account of Cen vat element. Many of the States are still continuing with various types of indirect taxes, such as luxury tax, entertainment tax, etc. GST is vital due to all the drawbacks that is prevailing in the present tax System of India.

4. PARTIES TAXABLE UNDER GST

Now, we will try to understand the parties taxable under GST.GST will include all those persons carrying on business activities and all their centers and branches like manufacturer, worker, trader, importer, exporter, service providers etc., and all the dealers will have to pay both the types of taxes on all transactions.

The dealer has to get registered under CGST as it will make him entitle to claim ITC of CGST thereby attracting buyers under B2B transactions. Importers have to register under both CGST and SGST.

I. IMPLEMENTATION AND IMPACT OF GST

Recently there has been decrease in our exports due to poor logistics infrastructure and trade facilitation regime. The government wants to introduce GST majorly to relieve domestic consumption taxes on exports i.e., Zero-rate structure on exports which is completely different from the current method of giving selective duty cuts and tax to relief to items in order to increase exports. Global investors are looking for opportunities to invest in India. The introduction of GST can attract substantial foreign investment.

There will be a paradigm shift of indirect taxation where the tax is charged on the consumption level and not at the production level, due to introduction of GST in the country. On domestic front demonetization in India has connected the Indian economy digitally and with GST we can connect the country with a uniform tax system.

GST eliminates cascading effect of tax. This will also substantially improve 'ease of doing business' for entrepreneurs, thereby facilitating job and value creation. The ambitious 'Make in India' programmer too will receive a major shot in the arm.

At present under inter-state sale of goods and services the major producer states takes away the major tax paid which has led to the uneven development of states. With the introduction of GST even distribution of tax revenue leads to equality among all states of the country. Doing inter-state business with multiple taxation structure and trading barriers at present is much difficult than doing import and export business.

Small scale businesses that went in search of new markets in other states had to suffer a lot with present tax system, .GST will build a Pan India market where producers can trade with less or no restriction among different sates in the country as all Indian states and union territories will come under one regime. The important part which we have to concentrate in this context is that the GST tax rates should be reasonable, and the process of taxing should be simple and easy.

For the bigger picture of growth the GST law takes all state taxes and brings them under one common umbrella which is disadvantageous to certain states like Tamil Nadu and Maharashtra. Tamil Nadu may lose 9270crore in revenue and has to be compensated for loss and Maharashtra may lose 7000-8000 crores because of local taxes/Octroy. GST will take away the rights of the states and local bodies to collect the taxes which are used for internal benefit.

It is expected that the growth index may move as high as 9.5% in the next couple of financial years. Traditionally, in India, supply has mostly been equal to demand in the economy. If the proposed rate of GST is kept at 18%, this may lead to rising costs in the economy which will ibe passed on to the consumer. This could lead to lower demand, thus affecting supply, because of which the economy may not be able to sustain a high percentage of growth.

In the present tax system most of the goods and services the end consumer is charged 25 to 30 % of indirect tax which includes VAT, excise duty and state tax. The purchase price of goods will be reduced with the implementation of GST as there is reduction in the overall cost of the tax which leads to reduction of production cost and increase in baseline profit.

Biggest benefit is that it will disincentives tax evasion. If you don't pay tax on what you sell, you don't get credit for taxes on your inputs. Also, you will buy only from those who have already paid taxes on what they are supplying. a lot of currently underground transactions will come over ground.

Lower tax rates will follow from GST covering all goods and services, with tax only on value addition and set-offs against taxes on inputs/previous purchases. Right now, we have more tax on fewer items; with GST, there will be less tax on more items. Ideally, no good or service should be tax-exempt, as this will break the input tax chain.

Total tax collection in India (direct & indirect), currently stands at Rs 14.6 lakh crore, of which almost 34 per cent comprises indirect taxes, with Rs 2.8 lakh crore coming from excise and Rs 2.1 lakh crore from service tax. With the implementation of the GST, the entire indirect tax system in India is expected to evolve.

The tax rate of 70 to 75% of the goods covered under CPI Basket will decline by implementing GST. 35 to 40% of agricultural goods are not taxable and expected to stay unchanged as of now. Service tax is not imposed on almost 12% of CPI Basket and these services are exempt from tax under GST. On this condition we can expect that there is no major effect of GST on inflation. The service tax may shoot up from 15% to 18% where we may undergo rise of inflation on short term may be for an year.

The present tax rate in the automobile sector ranges from 30 to 47% with the implementation of GST the tax rate is expected to reduce to 20 -22%. Due to the reduction in the tax rate the cost of production is also reduced with reduction in purchase price of the goods. In addition to this if GST is introduced there will be easy movement of goods from one state to another state with less time as the procedures of documentation for movement of goods is simplified. The cost of logistics and supply chain will also reduce by 30 to 35%. As the cost is reduced the overall demand is expected to raise by 10%. Hence GST Is said to be a boon for automobile sector.

The current tax rate for consumer durable goods and FMCG ranges between 7 to 30%. To this sector the impact of GST will remain neutral or negative to those companies who either enjoy tax exemptions or fall under the concessional tax bracket. The major advantage of GST to this Sector is the gap between organized and unorganized sector is reduced if GST is implemented.

The tax rate for furnishing and home décor is 20% and above, it is expected that due to implementation of GST in this sector unorganized comes under the umbrella of uniform tax base and also improves the growth and opportunities for organized sector.

GST is all advantageous to logistics as it demands for high tonnage trucks as there will be increase in the inter-state movement of goods due to simplified Tax system which directly impacts the logistics sector. It is also noticed that this sector comprises many unorganized players who avoid tax and there is a large cost gap between organized and unorganized players in the market. If GST is successful in bringing all the players to organized form through uniform tax base it gives great opportunities to organized logistics market. . A UBS Securities study found that truck drivers in India spend 60 per cent of their time off roads negotiating check posts and toll plazas. The foreign brokerage said that 11 categories of taxes are levied on the road transport sector. The GST will help bring down logistical costs.

The tax rate for cement ranges between 27 to 32%. Under GST regime it is expected to reduce to 18-20%. GST seems to be positive for cement sector as the companies will be able to save more on their logistics and lower transportation costs.

Multiplexes attracts different taxes like service taxes, entertainment taxes, VAT etc..The tax rate for multiplexes ranges between 22-24%. Post GST will decline the tax rate between 18-20% due to this reduction in tax rates there is an increase in average Ticket Price and higher revenue. The overall impact is positive with few difficulties pertaining to credit availability for service tax paid on rentals, lease maintenance costs, advertisement, security charges. There is also confusion relating to setting off of VAT credit on the purchase of Food and Beverage and many other which will be considered after the implementation of GST.

The tax rate for textile sector ranges between 6-7% and there is no clarity whether textile industry is included under GST regime if added then the textile companies will get negatively impacted as tax rates will be high.

The tax rate of IT is 14%. The only advantage of GST for IT sector is the problem of canned software will finally end as there is no distinction between goods and services. Apart from this GST impacts slight negativity due to increase in its tax rates which ranges between 18% to 20%. IT companies may have several delivery centers and offices working together to service a single contract. With GST, companies have generate a separate to every contracting party. GST also act neutral as the industry earns large part of its revenues from exports which is exempted is also exempted under GST.

GST impacts negatively to telecom sector due to its rate being 18%. At present the telecom sector is subject to service tax of 14%. It is expected that they may increase tax burden on post- paid customer. Under GST regime they are not clear whether metal industry will attract any special rate that is lower than the standard GST rate. In present Scenario the tax rate for base metal products is 19-21%, VAT being 4-5% depending on states and excise duty being 12.5%.

In E-commerce GST will help to create a single unified market across India and allow free movement of supply of goods where cascading effect of taxes for consumers is also reduced which will

bring efficiency in production cost. The workload for ecommerce firms increases due GST as their documentation will be more.

GST may prove to be negative for insurance sector as the taxes will rise after introduction of GST. The cost of life and motor insurance policies may shoot up.

The present effective tax is levied only on fee not on interest of the transaction and the rate being 14%. Due to implementation of GST there is increase on the input services and hence running expenses like rent, legal and professional fees, advertisement, insurance, telecommunication and other expenses will also increase. It is expected that there will be a moderate increase in the cost of financial services such as loan processing fees, debit/credit card charges, insurance premium, etc.

Flying becomes expensive after introduction of GST. The current service tax on air fares ranges between 6-9%. With GST the rate will move up to 18% which is more than double.

The other impacts of GST on the Indian economy are tax evasion can be easily detected because of the paper trail left by GST once his client is audited. Hence experts say that GST will improve the economic condition of the country in long run. Introduction of GST reduces corruption, as the number of taxes reduces so does the number of visits to multiple departments and there is reduce in corruption too.

SGST collected will ordinarily accrue to the state where the consumer of the goods or services sold resides. Hence GST will be destination based consumption Tax.

5. GOODS AND SERVICES TAX – FEW COUNTRIES

More than 160 countries across the world has implemented GST and are enjoying the benefits of GST. 50 years ago GST is implemented in Europe and it is also widely accepted indirect tax in the Asia pacific region.

Singapore as well as New Zealand tax virtually everything at a single rate. Indonesia has 5 positive rates and over 30 categories of exemption.

In China GST is applicable to only goods and provision for repairs, replacement and processing services and GST on fixed asset is not recoverable.

Central collects the federal tax and distributes among state in Australian GST.

Canada and Brazil follows dual GST which divides revenue collected between Centre and State. Our Indian GST is similar to the Canadian model of GST. There was a strong opposition at the time of introduction of GST in Canada but the government hardly worked by reducing the GST rates after its implementation and for some others it was increased after introduction. This situation can also come in India as our country is diversified based on so many factors.

Singapore and Malaysia experienced a rise in the inflation rate of the country with the introduction of GST. Hence the rate of GST has to be kept under consideration before introducing GST in our country. In spite of taking time of 1.5 years of time to get prepared for GST implementation in Malaysia government got strong opposition. hence the businesses in India need to start early with the implementation of GST process. Malaysia released a sector specific guidance paper on tax treatment concerning each business sector.

The processes and changes required for GST compliance need to be automated and encapsulated in the IT system

COUNTRY	RATE OF GST
Canada	13%-15%
France	Standard rate 20%
UK	Standard rate 20%
NewZealand	Peak rate 15%
Singapore	7%
Malaysia	6%

However, what has to be kept in mind is that the tax rates should be reasonable, not excessive and the processes must be easy. The GST Council has now decided upon a four-slab tax structure of five per cent, 12 per cent, 18 per cent and 28 per cent with total exemption for food grains and lower rates for essential goods. The highest rate is for luxury and de-merit goods, and some of those would also attract an additional cess.

GST is also likely to make goods cheaper for consumers, increase competitiveness of Indian exports in international markets and boost India's GDP growth by 2 percent," In the long run, demonetization and GST could result in a wider tax base and greater participation in the formal economy. This should benefit India's business climate and financial system in the long run.

Economic growth will be hampered for longer, affecting on corporate, banks, and other financial institutions and common man too.

In broader sense, except for the increase in tax rate for services in certain cases which may create some inflationary pressure, although temporarily, I feel that the GST will be positive on long run for the competitiveness of our nation. I am sure that the merits of GST will support us to overcome the temporary inflationary impact.

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MUTUAL FUNDS AND PORTFOLIO MANAGEMENT SERVICES

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Abstract

Investing money where the risk is less has always been risky to decide. The first factor an investor would like to see before investing is risk factor. Diversification of risk gave birth to phenomenon of mutual funds. In portfolio management it is very important to manage investor's portfolio efficiently. Efficiency reduces the risk of investor and increases the return on the other hand. The main objective of the paper is to do an in depth analysis of mutual fund portfolio and understand the concept of portfolio management and its relation to mutual funds. The data was collected through secondary sources. The economic liberalization of the early 1990's paved the way for the development of financial securities market in India. The mutual funds evolved as a new instrument for investors in the post-liberalisation era. Wide choice of available schemes for investors helps to tune their portfolio according to risk, return, liquidity, and affordability. The additional advantages to investors over and above the traditional investments are highlighted. Some common misconceptions regarding mutual funds were brought out. Equity funds, debt or bond funds, and balanced funds are the three basic categories of mutual funds. Right choice of funds is very much important to strike a balance between risk and return. Portfolio management services (PMS) in mutual funds reduces the risk without sacrificing return.

Keywords : Mutual funds, Portfolio Management, Risk and Return, Right choice of funds.

Introduction

A mutual fund is a connecting bridge or a financial intermediary that allows a group of investors to pool their money together with a predetermined investment objective. The mutual fund will have fund manager who is responsible for investing the gathered money into specific securities. Mutual funds are considered as one of the best investments compared to others as they are very cost efficient and also easy to invest in, by pooling money in mutual fund investor can buy stocks and bonds with much lower trading costs than if they try to do on their own. But the biggest advantage of mutual funds is diversification by minimizing risk and maximizing returns.

An investor considering investment in mutual funds is faced with the problem of choosing from among a large number of schemes. His choice depends upon risk-return characteristics of individual schemes. Again he is faced with the problem of deciding which fund to hold and how much to invest in each. The investor tries to choose the optimal portfolio taking into consideration the risk return characteristic of all possible portfolios. Portfolio management is tailored and customised for a particular customer. Portfolio can consist and cut across various asset classes. Portfolio of a particular customer is broadly structured with his inputs such as his risk profile, liquidity requirements, tax considerations and so on.

Mutual fund is structured for a given risk profile and investor has to carefully choose the mutual fund suiting his profile. Special taxation benefits are conferred on the mutual funds. Small investors also can invest in mutual funds whereas threshold limits are there for portfolio management schemes. Portfolio management service is becoming a rapidly growing area serving broad array of investors both individual and institutional with investment portfolios ranging in different asset sizes. Increasing market volatility, risk and return parameters of financial assets are continuously changing, so the assets in the portfolio should be properly managed.

Portfolio management is the process of creation and maintenance of investment portfolio. Portfolio management is a complex process which tries to make investment activity more rewarding and less risky. Major tasks involved in portfolio management are taking decisions about investment mix and

policy, matching investments to objectives, asset allocation for individuals and institutions and balancing risk against performance. Portfolio management is a process of many activities that aimed to optimizing the investment. Five phases can be identified in the process: (i) Scheme analysis (ii) Portfolio analysis (iii) Portfolio selection (iv) Portfolio revision (v) Portfolio evaluation. Each phase is essential and the success of each phase is dependent on the efficiency in carrying out each phase.

Objectives of the study

- The main objective is to do an in depth analysis of mutual fund portfolio.
- To understand the concept of portfolio management and its relation to mutual funds
- To understand the Pros and Cons of mutual funds
- To analyse the misconceptions regarding mutual funds
- To make a risk-return analysis.

Methodology

Secondary data was collected from mutual fund fact sheets, journals, and websites.

Growth of Mutual funds

Mutual fund industry in India started in 1963 with the formation of Unit Trust of India, at the initiative of government of India and Reserve Bank of India. SBI Mutual fund was the first non-UTI mutual fund introduced in June 1987. The economic liberalization of the early 1990's paved the way for the development of the financial securities market in India. Several alternative investment products were introduced in the market besides the traditional ones, and mutual funds evolved as a new instrument for investors in the post-liberalisation era. In 1993 first mutual fund regulation came into being, under which all mutual funds except UTI were to be reregistered and governed. The erstwhile Kothari pioneer (now merged with Franklin Templeton) was the first sector mutual fund registered in July 1993. At the end of 1993, the mutual fund industry had assets under management of ₹ 47,004 crores. The 1993 SEBI (mutual fund) regulations were substituted by a more comprehensive and revised mutual fund regulations in 1996. The number of mutual fund houses went on increasing, with many foreign mutual funds setting up funds in India. As at the end of January 2003, there were 33 mutual funds with total assets of ₹ 1,21,805 crores.

The Association of Mutual Funds of India (AMFI) has 39 Asset Management Companies (AMC's) operating in the country as on 30th September, 2016. The total Assets under Management (AUM) was ₹ 16,03,356 crores against ₹ 92,957 crores as on 31st March 2001. The market is dominated by 12 leading AMC's contributing nearly 85 per cent of the gross AUM. The growth story has continued year-on-year and mutual funds have now been accepted in the Indian financial system.

Mutual fund Pros and Cons

Mutual funds offer certain additional advantages to investors over and above the traditional investments. They are:

- Portfolio diversification, irrespective of the money invested, which is not available in other market related investments.
- Small investments in equity or bond market on monthly basis, which is only available in bank recurring deposits or post office monthly income schemes.
- Hassle free entry and redemption.
- Wide choice of available schemes for investors to tune their portfolio according to risk , return, liquidity, and affordability.
- Minimal transaction cost for investments.
- Professional fund management under the surveillance of market regulator SEBI to make investments more transparent.

Mutual funds nevertheless, are not beyond criticisms. Agents and distribution houses play a pivotal role to build fund capitalisation because mutual funds are a collective investment vehicle. Active interaction by the agents lead to larger retail participation and an immature advice by the distribution

house could cause loss to the investor. Indian AMC’s often face such operational difficulties in fund mobilization.

Some common misconceptions regarding mutual funds

- Mutual funds need heavy investments. This is entirely wrong because mere Rs.1000 is enough to begin a mutual fund investment.
- Mutual funds are for long term investments. Both short-term and long-term options are available in mutual funds
- Mutual funds give tax benefits. This is partly true because only the equity linked savings schemes are eligible for tax benefits under section 80CC of the Income Tax Act
- Mutual funds are linked only to the share market. Mutual funds invest money in equity, debt market, and other sectors.

Classification of Mutual funds

Mutual funds have two basic categories open-ended and closed-ended. The first sells and purchases units all the time and the capitalisation of such a fund is not fixed. The latter carries out a one-time sale of a new/fresh unit via a public issue or a New Fund Offer (NFO) and the capitalisation remains fixed.

Over the years, three more basic mutual fund categories have evolved. These are equity funds, debt or bond funds, and balanced funds. In the first, the portfolio consists of equity shares according to the norms declared in the NFO, while the second essentially invests the pooled money mostly in bonds, money market instruments and fixed income securities, and a nominal portion in equities. Balanced funds are a hybrid variety where the money is invested in a mix of equity and debt assets, usually 40:60 ratio. Equity funds invest in shares, while a growth fund invests money only in blue chip companies. Diversified equity funds invest in companies spread across various sectors. Index funds are designed according to the equity compositions of an index. Sector funds invest money on equities of companies in specific sectors. Money market funds target liquidity generation and adequate capital protection. These are also called liquid funds. Gilt funds essentially invest in government securities with zero default risk so that a steady and regular income is assured. Fixed maturity plans (FMPs) are a new product in the Indian market where the money is invested in the fixed income securities of the Union or state governments with a fixed maturity time. Lastly the fund-of-fund (FOF) is a scheme which invests in other mutual funds. It allows investors to get wider range of diversification in terms of both domestic and foreign markets.

Risk and Return

Mutual Funds, irrespective of their categories cannot create common returns on investments or have an equal degree of risk. Higher risks are usually involved in equity funds compared to debt or bond funds. At the same time, there is no specific type of mutual fund, which is universally suited for all investors. An investor can always modify the holding period of investment subject to the norms set for the specific fund or scheme. A simplified risk return profile is shown in Table 1.

Table 1: Risk-Return profile

Fund	Investment tenure	Risk	Return
Equity funds	Long term	High	High
Balanced funds	Long term	Moderate	Medium to High
Debt funds	Long term	Moderate	Medium
Income funds	Short term and/or long term	Moderate	Medium
Money market funds	Short term	Low/ Moderate	Medium
Gilt funds	Long term	Low/Moderate	Medium
FMP	Short term and /or Long term	Low	Low
Liquid funds	Short term	low	Low

Source: Compiled by the author

Investor is always the best judge for his/her own risk tolerance. The trade-off between risk and return is based on the principle that the potential return increases with increased risk. Higher risk does not imply a better return; rather it only gives a probability to get higher returns. Inversely low-risk investments can generate only low or moderate return because these are not exposed to market volatility. The return generated by government securities is considered as risk-free return because these instruments have no default risk.

The right choice of fund

Some basic homework, nevertheless, always helps to choose the right investment among many

- Investor should be clear about goals and end use of appreciation, then selection of funds becomes easier. Unwanted risk factors can be eliminated and the investor can choose a long or short tenure in a selective mode.
- Investor should have a basic idea about the likely economic scenario in the next few years in terms of interest rates, inflation, industrial growth, and above all GDP growth. This exercise will help the investor to choose the investment span better.
- The investor is required to study the performance of the funds at least for the past five years, which will help the investor to take correct decision.
- A mutual fund scheme with increasing AMU over the years always seems to be a reasonable choice. This will raise the investors' confidence level.
- The cost of managing funds varies among AMCs. A scheme with lower cost of managing funds promises better returns in the future.
- The excess return generated by a fund over the bench mark is a valuable study for choosing the right fund for investment. This highlights the fund manager's skill, ability and performance, in turn adds up to the investors' confidence level.

Conclusion

Investment decisions are usually influenced by recent facts, information, news, market valuations and sentiments, psychological bias, preferences and above all advice given by the agents. In majority of the cases, the decision is taken on the principle of behavioral analysis instead of scientific analysis. That is why well performing funds are left out in a sluggish market and the promising funds, though not actually so are brought in boom market. In the first case, the investor loses the opportunity of good investment and in the later case, the investor loses money when the market falls. Portfolio management services (PMS) in mutual funds reduces the risk without sacrificing return. PMS involves a proper investment decision with regard to what to sell and buy. It involves proper money management. To reap substantial benefits from various investments and to make the investment to grow the right PMS is a prerequisite. Diversified investment portfolios offer superior long term inflation protection.

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TRENDS IN BANKING

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Abstract

Today the banking industry is stronger and capable of withstanding the pressures of competition. While internationally accepted prudential norms have been adopted, with higher disclosures and transparency, Indian banking industry is gradually moving towards adopting the best practices in accounting, corporate governance and risk management. The banking industry has experienced a series of significant transformations in the last few decades.

In the banking field, there has been an unprecedented growth and diversification of banking industry has been so stupendous that it has no parallel in the annals of banking anywhere in the world. The banking industry has been experiencing a totally unexpected paradigm shift, and in this age of advanced technology and modern resources the bankers have to first properly define what a new generation banks is as there is no definition that exists, that defines what a new generation bank/banking is and how they can be operated in a sustainable manner not just witnessing profit. But, witnessing existence on a long run for a better tomorrow.

Keywords : Banking system, Recent trends in banking, Indian banking and Technological developments.

HISTORY OF BANKING:

Banking defined by contemporary sources as an organisation which provides facilities for acceptance of deposits and provision of loans. **“Bank of Venice was the first bank to start commercial banking operations in 1157”**. Modern banking system began with the opening of Bank of England in 1694. **“Bank of Hindustan was the first Bank to be established in India in 1770”**. In India Bank of Bengal established in 1809. Bank of Bombay in 1840 and Bank of Madras in 1843 .These three were later amalgamated and called Imperial Bank .And later the RBI was established in 1935.

BANKING SYSTEM:

It's a group or network of institution that provides financial services for us. These institutions are responsible for operating a payment system providing loans, taking deposits, and helping with investments.

The functions they typically perform include:

- Commercial banks that take deposits and make loans.
- Investments banks which specialize in capital market issues and trading.
- National Central banks that issue currency and set monetary policy.

OBJECTIVES OF THE STUDY:

- To examine the new generation banking sector
- To study the emerging trends in banking technology
- To study the opportunities of the banks in changing scenarios

Phases of Banking Technology in India

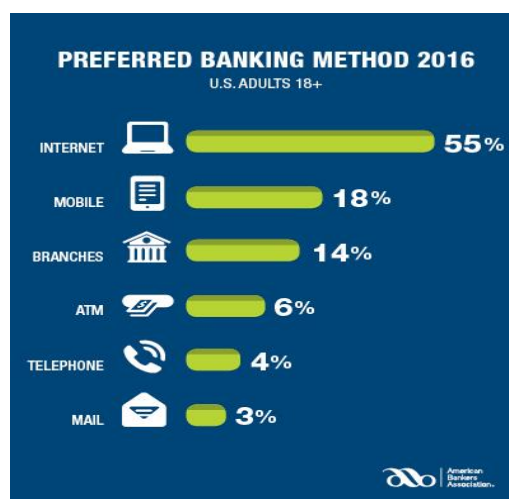
Technological innovation in general and information technology (IT) applications in particular, have had a major effect in banking and finance. Outstanding IT-based innovations are considered and grouped into four distinct periods: early adoption, specific application, emergence and diffusion and their periods based on Indian scenarios are

- Early adoption (1960-1980),
- Specific application (1980-1990),
- Emergence (1990-2000) and
- Diffusion (2000-till date).

Dimensions of IT Innovation in Indian Retail Banking 1960-2009				
Impact on the Provision of Retail Finance	Use of Technology in the Organization			
	Early Adoption (1960-1980)	Specific Application (1980-1990)	Emergence (1990-2000)	Diffusion (2000-2009)
Innovation in Service Offering	Reduce inter-market price differentials	* Conversion from branch to bank relationships. * Automated bank statements. *Cheque guaranty cards.	*Growth of cross border payment. * ATM introduced	Supply of non-payment products like insurance, mortgages and pensions
Operational Function Innovation	Increased coordination between head office and branches	Reduce cost of labour intensive activities (i.e. clearing system).	*Automation of branch accounting. * Real time control begins	Growth of alternative distribution channels, such as phone banking and EFTPOS.

Sources: Morris (1986) and Quintás (1991); Note: Designed by the researchers.

Transformation in India AND SURVEY ON TRENDS IN BANKING

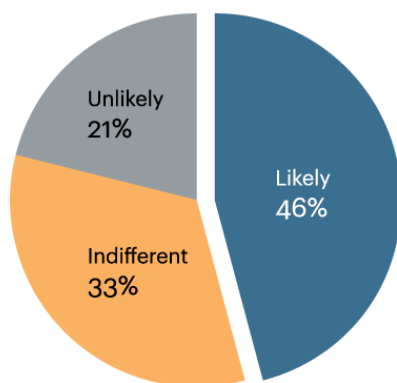


1. The introduction of MICR based cheque processing – a first for the region, During the years 1986-88;
2. Computerization of branches of banks – an activity which commenced from The late eighties with the introduction of ledger posting machines (LPMs), Advanced ledger posting machines (ALPMs), followed by stand alone computer systems which metamorphosised into network based systems and the latest development pertaining to the installation of Core Banking solutions;

3. Facilitating computerization of Government business – from the late nineties which has now resulted in all branches handling Government business perform their functions using technology.

Regulations and country-specific laws will make it difficult to establish broad new banking business models

Do you think laws and regulations will hinder new competitors?

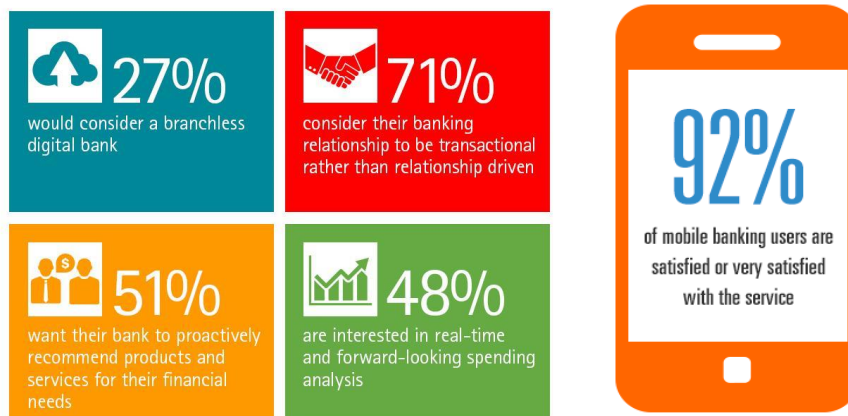


Sources: A.T. Kearney and Research Center Finance and Information Management (FIM), June 2011

4. The commissioning in 1999, of the Indian Financial Network as a Closed User Group based network for the exclusive use of the Banking sector with state-of-the-art safety and security. The network supports applications having features such as Public Key Infrastructure (PKI) which international networks such as S.W.I.F.T. are now planning to implement.
5. Enabling IT based delivery channels which enhance customer service at banks, in areas such as cash delivery through shared Automated Teller Machines (ATMs), card based transaction settlements etc.

Accenture 2014 Digital Banking Consumer Survey

www.accenture.com/digitalbankingsurvey2014



6. Providing detailed specifications to banks on the configuration of systems relating to critical inter-bank payment system applications such as Real Time Gross Settlement (RTGS) System, Negotiated Dealing System (NDS), Centralised Funds Management System (CFMS) etc.;
7. Implementation of the National Financial Switch (NFS) to ensure interconnectivity of shared ATMs and to provide for funds settlement across various banks.
8. Establishment of e-payment gateways for the benefit of customers (such as the gateways for funds transfers and other account related transactions) and for facilitating e-commerce.
9. Providing a platform for transmission of electronic messages across banks using common standards, for facilitating 'Straight Through Processing (STP) in the form of the Structured Financial Messaging System (SFMS), which will be similar to the SWIFT messaging pattern.

10. Setting up connectivity of all clearing houses of the country so as to enable the introduction of the National Settlement System (NSS).
11. 48% are interested in real time and forward looking spending analysis.
12. Only 8% of wealth managers focus on gender when segmenting their clients.

RECENT TRENDS IN BANKING SECTOR:

Banking technology as a confluence of several disparate disciplines such as Finance (including risk management), information technology, computer science, Communication technology, and marketing science. The tremendous influence of Information and communication technologies on banking and its products, the Quintessential role played by computer science helped in fulfilling banks marketing objective of servicing customers better at less cost and thereby reaping more profits. Advanced statistics and computer science are used to measure, mitigate, and manage various risks associated with banks' business with its customers and other banks.

1. **Automatic Teller Machine (ATM):-** Automatic Teller Machine is the most popular device in India, which enables the customers to withdraw their money 24/7. It is a device that allows customer who has an ATM card to perform routine banking transactions without interacting with a human teller. In addition to cash withdrawal, ATMs can be used for payment of utility bills, funds transfer between accounts, deposit of cheques and cash into accounts, balance enquiry etc.
2. **Tele Banking:-** Tele Banking facilitates the customer to do entire non-cash related banking on telephone. Under this devise Automatic Voice Recorder is used for simpler queries and transactions. For complicated queries and transactions, manned phone terminals are used. Tele banking is another innovation, which provided the facility of 24 hour banking to the customer. Tele-banking is based on the voice processing facility available on bank computers. The caller usually a customer calls the bank anytime and can enquire balance in his account or other transaction history. In this system, the computers at bank are connected to a telephone link with the help of a modem. Voice processing facility provided in the software. This software identifies the voice of caller and provides him suitable reply. Some banks also use telephonic answering machine but this is limited to some brief functions. This is only telephone answering system and now Tele-banking.
3. **Electronic Clearing Service (ECS):-** Electronic Clearing Service is a retail payment system that can be used to make bulk payments/receipts of a similar nature especially where each individual payment is of a repetitive nature and of relatively smaller amount. This facility is meant for companies and government departments to make/receive large volumes of payments rather than for funds transfers by individuals.
4. **Electronic Funds Transfer (EFT):-** Electronic Funds Transfer (EFT) is a system whereby anyone who wants to make payment to another person/company etc. can approach his bank and make cash payment or give instructions/authorization to transfer funds directly from his own account to the bank account of the receiver/beneficiary. Complete details such as the receiver's name, bank account number, account type of requesting for such transfers so that the amount reaches the beneficiaries account correctly and faster. RBI is the service provider of EFT.
5. **Real Time Gross Settlement (RTGS):-** Real Time Gross Settlement system, introduced in India since March 2004, is a system through which electronics instructions can be given by banks to transfer funds from their account to the account of another bank. The RTGS system is maintained and operated by the RBI and provides a means of efficient and faster funds transfer among banks facilitating their financial operations. As the name suggests, funds transfer between banks takes place on a 'Real Time' basis. Therefore, money can reach the beneficiary instantaneously and the beneficiary's bank has the responsibility to credit the beneficiary's account within two hours.
6. **Point of Sale Terminal:** - Point of Sale Terminal is a computer terminal that is linked online to the computerized customer information files in a bank and magnetically encoded plastic transaction card that identifies the customer to the computer. During a transaction, the customer's account is debited and the retailer's account is credited by the computer for the amount of purchase.

7. **Electronic Payment Services – E Cheques:** Now-a-days we are hearing about e-governance, e-mail, e-commerce, e-tail etc. In the same manner, a new technology is being developed in US for introduction of e-cheque, which will eventually replace the conventional paper cheque. India, as harbinger to the introduction of e-cheque, the Negotiable Instruments Act has already been amended to include; Truncated cheque and E-cheque instruments.
8. **Electronic Data Interchange (EDI):** Electronic Data Interchange is the electronic exchange of business documents like purchase order, invoices, shipping notices, receiving advices etc. in a standard, computer processed, universally accepted format between trading partners. EDI can also be used to transmit financial information and payments in electronic form.
9. **Focus on mobile banking:** As smartphones become even more widely used, it's no surprise that mobile-banking apps are increasingly popular. "For many people, mobile banking is the norm, especially if you skew younger, which is the future of banking,"
10. **Better payment security:** High-profile data breaches in the past year, including at JP Morgan Chase and Home Depot, have made cyber security an even hotter topic in banking, especially when it comes to payments. EMV chips, which protect card data by encrypting it, will become standard in U.S. cards in October. Named for its developers (Euro Pay, MasterCard and Visa), EMV technology offers greater security than the vulnerable magnetic stripe and is already widely used outside the United States. Many consumers not only welcome these improved security measures, but also support other methods of ramping up privacy protection. Warshawsky says a recent Bank of America study showed that 60% of respondents said they were comfortable using a fingerprint to gain access to mobile banking apps, and about one in three were OK with retina scans and voice recognition as identity-authentication methods.
11. **More social interaction:** In 2015, banks may soon be more about sharing — and less about telemarketing — thanks to millennial. Among these Generation Y consumers who have bank accounts, 10% say they've used social networks to interact with their bank, according to Cap Gemini's 2014 World Retail Banking Report. In the previous year's study, this metric wasn't even included, website All Analytics reports. This finding may help drive interest in more social banking products. "The new generation of customers does not want to take your phone call," researcher Dorsey advises bankers. But they may read a bank's texts, he says. With a growing focus on big data and analysis of consumer behavior, many banks are expanding their social-media presence and targeting potential customers with more personalized messages. Mobile apps such as *Paytm* and *Snap cash* are also seizing on opportunities to make payments more personal and shareable. Bank net is a first national level network in India, which was commissioned in February 1991. It is communication network established by RBI on the basis of recommendation of the committee appointed by it under the chairmanship of the executive director T.N.A. Lyre. Bank net has two phases: Bank net-I and Bank net- II.
12. **Kiosks:** Information Kiosks can now also provide services such as standing order maintenance, providing loan quotes, passbook printing, document scanning and statement printing.
13. **National Electronic Funds Transfer (NEFT)** is one of the most prominent electronic funds transfer system of India. Started in November 2005, NEFT is a facility provided to bank customers to enable them to transfer funds easily and securely on a one-to-one basis. It is done via electronic messages.

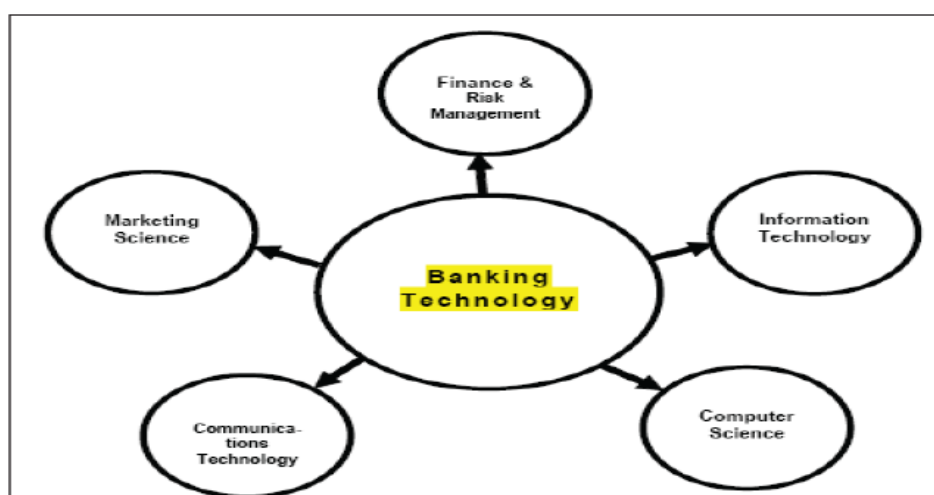
How do banks make Neft transfers? Once activated you can transfer funds to the beneficiary. To remit funds to the Inter Bank Payee through RTGS / NEFT select the 'Inter Bank Transfer' link in the 'Payments/Transfers' tab. The list of beneficiary accounts added is displayed. Enter the Amount and select the beneficiary to be credited from the list.

Technology Application in Banks

Developments in the field of information technology strongly support the growth and inclusiveness of the banking sector by facilitating inclusive economic growth. IT includes the front end operations with back end operations and helps in bringing down the transaction cost for the customers. Proper usage of IT and modern amenities such as

1. ATM, Mobile banking -SMS and Telephone-banking
2. Online banking, Internet, E-mail, Data-net, RBI-net, I-net etc.
3. Home-banking, Electronic-payment, Cash Dispensers
4. Real time gross settlement system(RTGS)
5. National electronic Fund transfer (NEFT)
6. Electronic clearing system(ECS),Electronic fund transfer system(EFT)
7. PIN number base transactions for
 - a. Magnetic cards-smarts cards like credit and debit cards
 - b. Teller machines at the bank counters
8. Overseas banking
9. Data Warehousing
10. Data Mining
11. Electronic Data Interchange
12. Corporate Web Sites
13. Management Information System

Components of Banking Technology



OPPORTUNITIES:-

1. **Internet Banking:-** It is clear that online finance will pickup and there will be increasing convergence in terms of product offerings banking services, share trading, insurance, loans, based on the data warehousing and data mining technologies. Anytime anywhere banking will become common and will have to upscale, such up scaling could include banks launching separate internet banking services apart from traditional banking services.
2. **Retail Lending:** - Recently banks have adopted customer segmentation which has helped in customizing their product folios well. Thus retail lending has become a focus area particularly in respect of financing of consumer durables, housing, automobiles etc., Retail lending has also helped in risks dispersal and in enhancing the earnings of banks with better recovery rates.
3. **Rural area customers:** - Contributing to 70% of the total population in India is a largely untapped market for banking sector. In all urban areas banking services entered but only few big villages have the banks entered. So that the banks must reach in remaining all villages because majority of Indian still living in rural areas.
4. **Offering various Channels:** - Banks can offer so many channels to access their banking and other services such as ATM, Local branches, Telephone/mobile banking, video banking etc to increase the banking business.
5. **Good Customer Services:** - Good customer services are the best brand ambassador for any bank for growing its business. Every engagement with customer is an opportunity to develop a customer faith in the bank. While increasing competition customer services has become the backbone for judging the performance of banks.

6. **Indian Customers:** - The biggest opportunity for the Indian banking sector today is the Indian customers. The Indian customers now seek to fulfill his lifestyle aspirations at a younger age with an optimal combination of equity and debt to finance consumption and asset creation. He represents across cities, towns and villages i.e. in rural areas. Consumer goods companies are already tapping this potential it is for the banks to make the most of the opportunity to deliver solutions to this market.
7. **Other Opportunities:** - there are many other opportunities in future in the field of Indian banking sector e.g. to enter new business and new markets, To develop new ways of working, To improve efficiency, To deliver high level of customer services.

CONCLUSION:

There is a paradigm shift from the seller's market to buyer's market in the industry and finally it affected at the bankers level to change their approach from "conventional banking to convenience banking"

"Ultimately banking is the people not just figures."

The banking trends reviewed in this paper suggest some conclusions.

First, even though commercial banking activities have been changing significantly, banks as a group are still a very important player in the financial markets of the Indian economy.

Second, banks do seem to be moving away from their traditional activities of handling deposits and providing loans to business, but this trend is fairly gradual.

Third, while banking activities have become more profitable in general, the evidence suggests that they have also become riskier.

To conclude it all, the banking sector in India is progressing with the increased growth in customer base, Due to the newly improved and innovative facilities offered by banks. Economic growth of the country is an indicated for the growth of the banking sector. The Indian economy is projected to grow at the rate of 5-6 percent the country banking industry is expected to reflect this growth. The ounce for this lies in the capabilities of the RBI as an able central regulatory authority, whose policies have shielded Indian banks from excessive leveraging and making high risk investments. By government support and careful re-evaluation of existing business strategies can set the stage of Indian banks to become bigger and stronger, there by setting the stage for expansions into a global consumer base. The long term success by any bank cannot be achieved without the development of new business ideas, Innovative products and services and intense focus on Customers retentions.

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AGRICULTURAL RESEARCH: AN EXPLORATION OF ECONOMIC DEVELOPMENT IN INDIA

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Abstract

Agricultural research is a vital input for planned growth and sustainable development in the country. It is the backbone of Indian society and it enjoys second position all over the world in terms of agricultural production. Worldwide evaluative studies disclose that the mean agricultural output in the country is about 30% to 50% of the maximum output in the world. Agriculture in India has an extensive background which goes back a thousand years ago, having the largest and most complex agricultural research system. It is not a sudden development but the culmination of a process which started in 1869, when Lord Mayo became the fourth viceroy of India and ever since it had resulted in the establishment of the imperial (now Indian) council of agricultural research on recommendation of Royal Commission on 16th July 1929.

During pre-Independence, India suffered repeated famine, drought and food shortage and over 20 million lives were lost in India. Areas that produced food grains subsequently shrank. The British colonial government of India did not pursue an active policy despite modest effort to formulate one. Indian exports in the latter part of British raj mainly included food grains, cotton, jute, opium and indigo. They carried out scientific research to increase productivity. In other words efforts to improve agriculture in INDIA were directly linked to the British industries. In the present research system, Indian Council of Agricultural Research (ICAR) at the national level is playing a very significant role, mainly by aiding, promoting and co-ordinating research, educational activities etc. across the country. It includes some 27,500 scientists and more than lakh supporting staff effectively engaged in agricultural research. This paper will try to highlight the development of agricultural research from the colonial era to the present times i.e. Modern India. Considering research has played an important role in agricultural development in India, this paper will focus on some serious questions that broadly include the initiatives taken in the following areas -

1. What role has ICAR played in monitoring agricultural development in India?

- Crop Science*
- Horticultural Science*
- Agricultural Engineering*
- Agricultural Extension and Education*
- Reforms and Policies implemented to aid the agricultural Industry*

2. Progress of the agricultural Industry in India – Has it dwindled or grown?

An attempt will be made to sketch the role of five year plans regarding investments, technology transfer and other aspects (in the area of agricultural progress) related to economic development in India.

Keywords : ICAR, PRE and post- colonial era, Indian Agriculture; Five year plans Introduction

OBJECTIVES: 1) Examine the trends of Agricultural Research in pre colonial Era
2) Post –colonial era – the Birth of ICAR in Agricultural Research
3) Examine the of five year plan for economic development in India

Objectives as mentioned above will help arrive at the conclusion of this paper which is – With the current developmental trends seen in India's agricultural economy will India be able to sustain its agricultural economy or will it move over to being an industrial economy?

Part 1 – What role has the Indian Council of Agricultural Research?

Before studying the role of the ICAR in Indian agriculture it's important to know the trends in agriculture in the pre and post colonial era

METHODOLOGY - Using Secondary data method

PRE- INDEPENDENCE ERA (1866—1947) During pre- independence era various short- lived efforts were made towards rural development in various parts of the country by individual or some other organisation. Notable among these, Gandhiji's work at Sevagram, Tagore' work at Shantiniketan, and Spencer's effort at Mathandam. In June 1871 to 1882 agricultural department started in most of provinces in a skeletal form. Recognising the need of new and improved method of cultivation based on agricultural research, the Govt. of India also setup an institute of agricultural research at Pusa in Bihar in 1905. Though valuable work was done by them but the progress was very slow. Then on the Royal commission's recommendation in 1928, a firm foundation for coordinated research and effective administration was set up.

Following are the significant changes during this period in the field of agriculture

YEAR	DEVELOPMENT
1871	Department of Revenue, Agriculture and commerce
1877-78	Establishment of Indian National Congress by LORD MAYO (4th Viceroy of India)
1892	appointed first scientific staff in the department Of agriculture and revenue
1899- 1900	LORD CURZON, the viceroy of INDIA established agriculture sector to overcome the damage caused by famine.
1901- 1905	set up agricultural colleges. However the chief function Of these colleges remained teaching and training.
1921	establishment of Indian central cotton committee
1928- 1929	establishment of IMPERIAL COUNCIL of AGRICULTURAL
1947 March	the name of the council changed from Imperial Council of Agricultural Research to Indian council of Agricultural Research

Major focus of agricultural research in colonial INDIA was on cotton, silk, tea and indigo. Therefore in 1890 association of experts botanist in cotton experiments was specially called for an experimental farm for silk was set up in Bangalore for the introduction of Japanese methods of agriculture. The establishment of a permanent tea research station at Toclai, Assam highlights the progress of tea research in colonial India. Same with indigo. Therefore tea and Indigo formed major items of export.

AGRICULTURAL RESEARCH IN POST COLONIAL INDIA --

'Birth of the ICAR'

The Indian Council of Agricultural Research (ICAR) is an autonomous organisation under the Department of Agricultural Research and Education (DARE), Ministry of Agriculture and Farmers Welfare, Government of India. Formerly known as Imperial Council of Agricultural Research, it was **established on 16 July 1929** as a registered society under the Societies Registration Act, 1860 in pursuance of the report of the Royal Commission on Agriculture. The ICAR has its headquarters at New Delhi.

The Council is the apex body for co-ordinating, guiding and managing research and education in agriculture including horticulture, fisheries and animal sciences in the entire country. With **101 ICAR institutes** and **71 agricultural universities** spread across the country this is one of the largest national agricultural systems in the world.

The ICAR has played a pioneering role in ushering Green Revolution and subsequent developments in agriculture in India through its research and technology development that has **enabled the country to increase the production of food grains by 5 times, horticultural crops by 9.5**

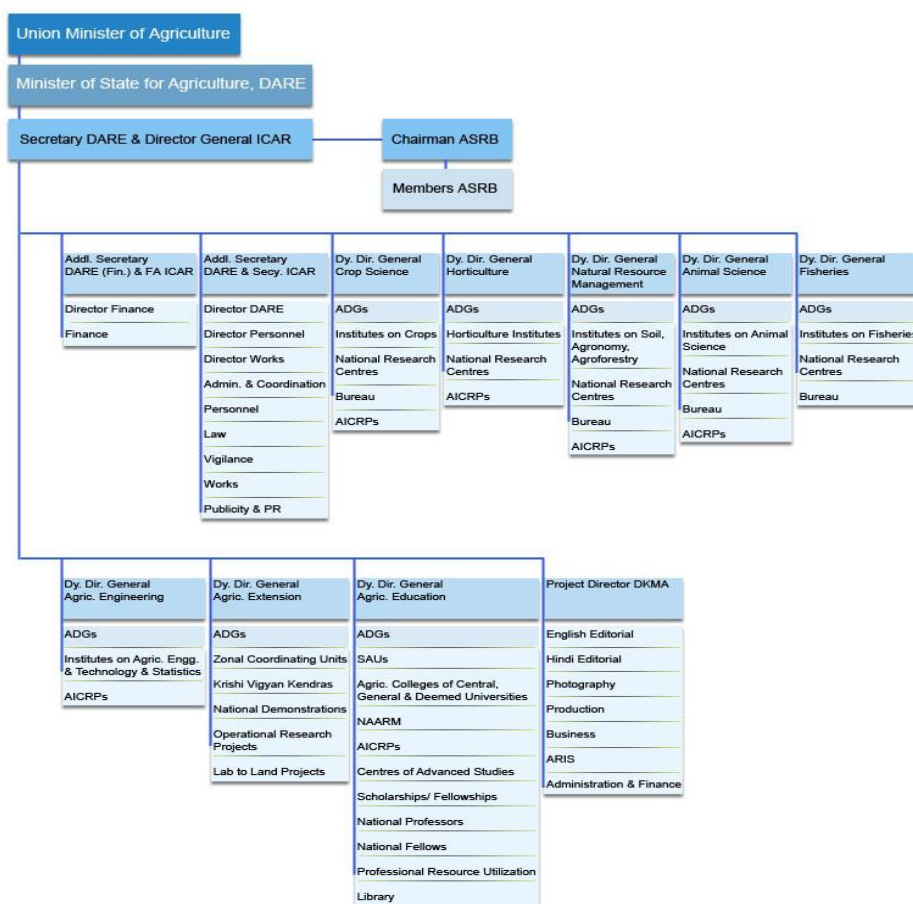
times, fish by 12.5 times, milk 7.8 times and eggs 39 times since 1951 to 2014, thus making a visible impact on the national food and nutritional security. It has played a major role in promoting excellence in higher education in agriculture. It is engaged in cutting edge areas of science and technology development and its scientists are internationally acknowledged in their fields.

Although initiated in the pre-colonial era, the ICAR came into the limelight only post independence. Since independence there has been a sustainable growth in the agricultural industry. ICAR is the chief public body at the national level for synchronising, directing and endorsing agriculture research and education in the country. After Independence, agriculture research was given much priority which led self sufficiency in food grains.

The National Academy of Agricultural research management is another exclusive institution under ICAR to conduct research and training agriculture.

With the initiatives for agricultural research development, it was needed to co ordinate the research on various crops like cotton, oilseeds and millets. The first coordinated research work on regional basis was initiated in 1956 which was a joint venture by ICAR and the Indian central commodity committees on oil seeds and cotton and later on castor, groundnuts, taramira ,jowar , bajra etc.were also taken into consideration.

The Working of the ICAR



The ICAR has the following divisions under its radar which are as follows -

1. Crop Sciences – Some key achievements of this division has been
 - a. Has supported the development of improved crop cultivators and appropriate crop production-protection technologies, along with the basic/strategic/applied research in cereals, millets, pulses, oilseeds, commercial crops and fodder crops.
 - b. Developed and released over 3,300 high yielding varieties of field crops for different agro-ecologies.
 - c. For the first time, successfully employed molecular marker assisted selection/pyramiding of xa 13 and Xa 2I genes from source variety IRBB 55 in the genetic

- background of Pusa Basmati I; thus developed bacterial blast resistant variety; improved Pusa Basmati
2. Horticulture – Some key achievements -
 - a. Developed 721 high yielding varieties and production technologies in horticultural crops leading to the 'Golden revolution.' Through adoption of these technologies, India has emerged as the second largest producer of fruits and vegetables in the world.
 - b. Developed early maturing and prolific bearer aonla cultivator Goma Aishwarya and high input efficient potato cultivator Kufri-Pukhraj
 3. Natural Resource Management
 - a. For sustainable land use, soil resource, degradation and fertility maps of different agro-ecological regions developed.
 - b. Resource conservation techniques such as zero tillage furrow irrigated raised bed planting system and laser land levelling developed.
 4. Agricultural Engineering and Technology
 - a. Developed over 150 agricultural tools, implements and machines for timelines of farm operations, drudgery reduction and efficient input use for various field and horticultural crops; of which 75 machines have been commercialized
 - b. Developed equipment for soybean processing and utilization – soybean dehullers, extrusion expelling pilot plant, soyflaking machine, soy snack extruder, cottage level soy paneer plant, okara fortified soy cereal snacks.
 5. Agricultural Extension
 - a. Created a network of over 607 Krishi Vignan Kendras (Kvks) i.e. farm science centers, aiming at assessment, refinement and demonstration of technology/products in the rural districts of the country.
 6. National agricultural Innovation project (NAIP)
 - a. Earlier the NAIP project was implemented by the ICAR during 1997-2005. The project has contributed to the development of about 300 new technologies and their adoption by farmers besides several new research tools, methodologies and intermediate products.
 7. Knowledge management
 - a. About 200 publications brought out every year on topical issues related to agriculture.
 - b. Participated in technological and book fairs of National level/international level to create awareness about agricultural research and education.
 8. International Cooperation
 - a. ICAR offers quality and cost-effective agricultural education to international students at under-graduate and post-graduate levels. And need-based short-term training programmes in specialized areas are also offered. Special concessions for SAARC students.

Some of ICAR's key milestones are as follows -

- Initiation of the first All-India Co-ordinated Research Project on Maize in 1957
- Status of Deemed University accorded to IARI in 1958
- Establishment of the first State Agricultural University on land grant pattern at Pantnagar in 1960
- Placement of different agricultural research institutes under the purview of ICAR in 1966
- Creation of Department of Agricultural Research and Education (DARE) in the Ministry of Agriculture in 1973
- Opening of first Krishi Vigyan Kendra (KVK) at Puducherry (Pondicherry) in 1974
- Establishment of Agricultural Research Service and Agricultural Scientists' Recruitment Board in 1975
- Launching of Lab-to-Land Programme and the National Agricultural Research Project (NARP) in 1979
- Initiation of Institution-Village Linkage Programme (IVLP) in 1995
- Establishment of National Gene Bank at New Delhi in 1996

- The ICAR was bestowed with the King Baudouin Award in 1989 for its valuable contribution in ushering in the Green Revolution. Again awarded King Baudouin Award in 2004 for research and development efforts made under partnership in Rice Wheat Consortium.
- Launching of National Agricultural Technology Project (NATP) in 1998 and National Agricultural Innovation Project (NAIP) in 2005

Part 1 a

The ICAR wouldn't succeed in its mission to boost agricultural development in India if it weren't supported by friendly '**Reforms and Policies implemented to aid the agricultural Industry**'. A look at the changes in reforms so far is as follows –

- Kisan Credit Card was introduced for Farmers to facilitate the severe debtor dependence of farmers on money lenders
- Small holding agriculture faces many challenges. But, a number of innovative institutional models are emerging and there are many opportunities for small and marginal farmers in India. Institutions relating to (a) land and water management, (b) group or cooperative approach for 16 inputs and marketing and, (c) value chains and super markets can enhance productivity, sustainability and incomes of small holding agriculture.

Part 2

Studying the progress of Agriculture in India with the boost from ICAR and various reforms

Table 1: Agricultural growth since 1991 in long-term perspective									
	1949-50 to 1964-65			1967-68 to 2002-03			1991-92 to 2006-07		
Crop	A	P	Y	A	P	Y	A	P	Y
Foodgrains	1.4	2.8	1.4	-0.1	2.4	2.1	-0.1	1.0	1.1
Others	2.4	3.7	0.9	1.3	3.1	1.6	0.4	1.7	1.1
All Crops	1.6	3.2	1.2	0.3	2.7	1.9	0.1	1.3	1.2

A : Area P : Production Y : Yield

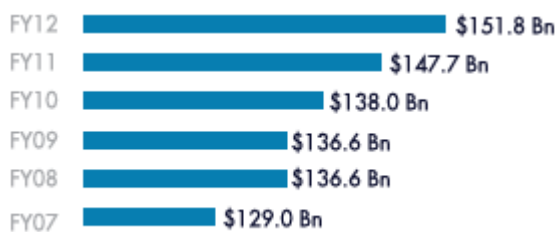
Notes and Sources: Figures for period 1990-91 to 2006-07 are trend growth rates estimated by the authors, rest are compound annual growth rates from *Agricultural Statistics at a Glance 2003*, Government of India.

Agricultural Growth in India so far...

GDP by value added – size of agriculture and allied activities (US\$ billion)



Source: Ministry of Agriculture, Print Release, RBI, TechSci Research;
 Notes: GDP – Gross Domestic Product, CSO – Central Statistical Organisation



Agriculture plays a vital role in India's economy. Over 58 per cent of the rural households depend on agriculture as their principal means of livelihood. Agriculture, along with fisheries and forestry, is one of the largest contributors to the Gross Domestic Product (GDP).

As per the estimates by the Central Statistics Office (CSO), the share of agriculture and allied sectors (including agriculture, livestock, forestry and fishery) was 15.35 per cent of the Gross Value Added (GVA) during 2015–16 at 2011–12 prices.

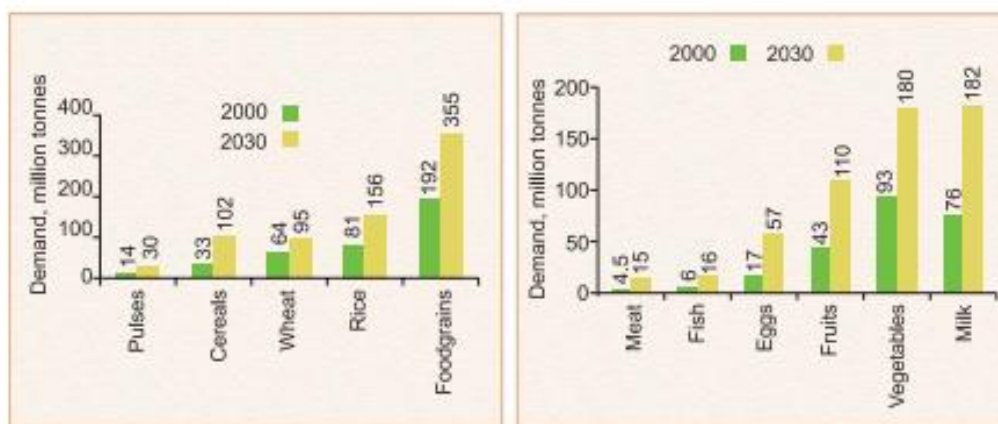
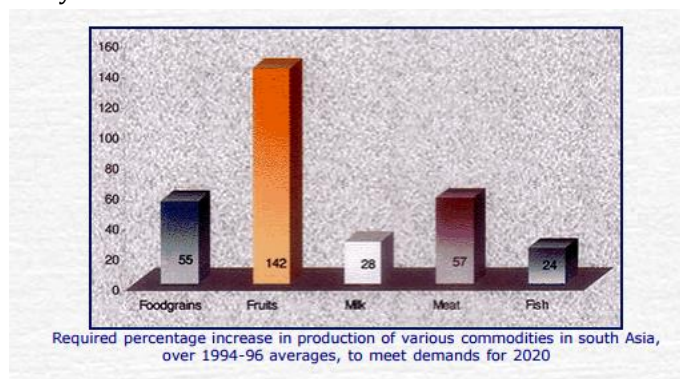
India is the largest producer, consumer and exporter of spices and spice products. India's fruit production has grown faster than vegetables! Making it the second largest fruit producer in the world. India's horticulture output, comprising fruits, vegetables and spices, has reached to a record high of 283.5 million tonnes (MT) in 2014-15. It ranks third in farm and agriculture outputs. Agricultural export constitutes 10 per cent of the country's exports and is the fourth-largest exported principal commodity. The agro industry in India is divided into several sub segments such as canned, dairy, processed, frozen food to fisheries, meat, poultry, and food grains.

However despite the efforts taken by the ICAR, the agricultural sector has grown yet has been dwindling due to various issues as enumerated in Part 3.

Part 3

Examine the next 5 -10 year plan in the agricultural sector

As per the ICAR, the next 5 years is going to be the finalizing year, to ensure whether India can sustain its largely agricultural economy or not.



The demand for high-value commodities (such as horticulture, dairy, livestock and fish) is increasing faster than foodgrains

The above figures seem extremely challenging to achieve but at the same time it is also an opportunity to work hard towards augmenting Farmer incomes, introduce schemes to ensure farming is considered to be a lucrative option. Also agriculture contribution in gross domestic product is decreasing with the passing year. To meet the domestic demand in South Asia it is estimated that the required % increase in production in 2020 is estimated to be 55% in foodgrains

A few concerns/issues in this area are –

- Our agriculture is dominated by small farmers having small land holdings for cultivation thereby restricting a bountiful harvest. The average size of landholding has decreased to 1.32 ha in 2000-01 from 2.30 ha in 1970-71. If this continues the average size of holding in India would be a mere 0.68 in 2020 and would be further reduced by 0.32 by 2030
- The problem of land-water degradation is becoming a key constraint in increasing agricultural production. Available estimates reveal that nearly 120.7 million ha of land in the country has degraded due to soil erosion and about 8.4 million has soil salinity and water-logging problems.
- Climate change and agriculture – By the end of this century global earth temperature is likely to increase from 1.8 °C to 4 °C which would affect agricultural production in a large way.

How is the ICAR going to achieve this growing demand of food production considering Indian economy still boasts of being an agricultural economy?

A detailed study of the mission and vision of the ICAR reveals that some intense steps are being taken to ensure growth and meet the demands in the near future. Some of these excerpts are –

- The entire strategy towards the next 5-10 years is going to be focus on the farmer and introduce 'Farmer first' programs to facilitate growth in agriculture.
- Act as catalyst in reclaiming degraded resources for agriculture and conserve and, enhance national wealth of natural resources and bio diversity
- Promote adaptation and preparedness for meeting climate change challenge, and evolve mechanisms for effective drought and flood management.
- Foster repositories of genetic resources related to crop, livestock, fish, insects and micro-organisms for their sustainable utilization.
- Improve knowledge management system to act as an efficient clearing-house of technology, knowledge and information in agriculture and allied sectors.

Findings

1. Considerable work has been done to ensure the agricultural sector is sufficiently subsidized through the various initiatives taken by ICAR and various governments.
2. Owing to climate change, technology is going to play an important role in ensuring the demand of food. Genetic hybrids of crops will become the mainstay and organic farming will receive a boost.

Recommendations

1. Considering the large demand for food in the near future, every household especially cooperative societies, should be awarded with a tiny land for growing home grown vegetables. Special Tax rebates need to be given to people following organic farming.
2. Boost Organic farming – For instance, to help farmers develop their crop and become economically self-reliant, the Art of Living Foundation organises innovative agricultural workshops. They are trained to choose indigenous seeds and crops which are best suited to the local soil and climate. The farmers are further trained to develop, dry, preserve, store and pack seeds for use by other farmers as well. Villages allocate small plots for demonstration of methods of organic farming and seed development. To help farmers develop their crop and become economically self-reliant, the Art of Living Foundation organises innovative agricultural workshops. They are trained to choose indigenous seeds and crops which are best suited to the local soil and climate. The farmers are further trained to develop, dry, preserve, store and pack seeds for use by other farmers as well. Villages allocate small plots for demonstration of methods of organic farming and seed development.

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ACHIEVING ORGANIZATIONAL PROSPERITY THROUGH EMPLOYEE MOTIVATION & RETENTION

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Abstract

Employee Retention is the ability of an organization to retain its employees. It is the effort by a business to maintain a working environment which supports the staff in remaining with the company. The management domain of this topic primarily is from Human Resources Management. Employee retention is the most critical issue faced by corporate leaders as a result of shortage of skilled labour, economic growth and employee turnover. A wise employer will learn how to attract and keep good employees, because in the long run, the workforce will make or break a company's reputation. The researcher will benefit from determining the different factors that affect employee retention and the reasons why employees seek alternate employment

Unless there is a deliberate and serious effort from the management towards this direction, the competitors in the industry are likely to attract and snatch the talent already nurtured in the company over a period of time. Careful strategies for crafting and implementing employee retention strategies are a skill and should be given top priority by the management.

Keywords : Motivation, Recreational facilities, Job Security, Employee turnover and Organizational Performance.

Introduction:

Employee retention is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. In this paper we study about the various HR practices that help employee retention and foster employee commitment in the organization. Today employee retention is the top priority of organizations due to increasing competition. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organization and its people. Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. It is an efficient and productive advance towards the employee management who are considered to be 'greatest assets' to the company.

The job of human resource personnel is done perfect if it places a right person for a right job at a right place in a right time. But retention is more important than hiring. A talented employee will never fall short of the opportunities. If a person is not satisfied with the present job, he may switch over to another, of his choice. The top organizations are on the top because they care for their employees and they know how to keep them glued to the organization. Employees stay or leave organizations for many reasons the reasons may be personal or professional. Employees who are satisfied and happy with their jobs are more dedicated and work for organization's growth.

Meaning of Employee Retention:

Employee Retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work.

It has become a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change.

Need & Importance of Employee Retention

- **Hiring is not an easy process:** The HR Professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time consuming process.
- **An organization invests time and money in grooming an individual and makes him ready to work and understand the corporate culture:** A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy; a mere duplication of work. Finding a right employee for an organization is a tedious job and all efforts simply go waste when the employee leaves.
- **When an individual resigns from his present organization, it is more likely that he would join the competitors:** In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new employee is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.
- **The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better:** They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.
- **Every individual needs time to adjust with others:** One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new employee with the previous employees and always find faults in him.
- **It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization:** They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favour of the management. For them the organization comes first and all other things later.
- **It is essential for the organization to retain the valuable employees showing potential:** Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

The management must understand the difference between a valuable employee and an employee who doesn't contribute much to the organization. Sincere efforts must be made to encourage the employees so that they stay happy in the current organization and do not look for a change.

Causes for employee turnover

- **Lack of vision:** Initially, no employee cares about the company's profit but about their personal interest and gains. These shortsighted employees come with high expectations without realizing that the process would take some time. Therefore, they tend to change jobs.
- **Salary scale:** This is the common reason why the employee turnover rate is high. Employees are for sure in search of jobs that pay them well. When employees are underpaid, they tend to look out for jobs that offer considerable pay.
- **Work environment:** Work environment is also the main cause for employee turnover. Every employee would want to work in the environment that he is comfortable in. This is one such reasons why employees jump from one company to another in a just a couple of months.
- **Paucity of motivation:** Employees who leave due to lack of motivation are not among those who look forward for a pat on their back, but those who would want to know if their work adds value to the company's growth.
- **Growth policies:** This is the prime reason why employees quit their job. Employees always look up for potential opportunities for advancements and promotions.
- **No employee engagement:** It is one of the important motivator. Employees would be happy to be a part of the company's ups and downs, and therefore they should be kept posted with all the happenings in the organization.
- **Poor Fit for the Job:** If an employee doesn't enjoy the type of work that his/her organization is engaged in, this will lead to turnover. If the employee doesn't enjoy their work at all then he/she will not last in that role.
- **Poor On-Boarding:** The goal of an effective on-boarding program is to get the new employees up to full productivity as quickly as possible. A strong on-boarding program should be used as a hiring tool during the recruiting phase as a way to attract potential candidates. Consideration should be made to get the new hire up to speed within six months including a structured schedule for their first three months of employment. Employees need to be held accountable for the use of the on-boarding program and laying out very clear expectations of both activity and results within these first six months.

Effect of employee turnover

➤ High-Turnover Effects

High turnover is financially costly to the business because it needs to spend time and resources filling the position and training the new employee. This cost can be about 30 percent of the position's annual salary. In addition, high turnover can lower employee morale and cause a flood of people leaving because they see their peers doing the same thing. High turnover can also make the remaining employees more stressed out because they have to fill in the gaps until a new employee is hired and trained.

➤ High Costs

High turnover is expensive for companies to manage. Losing an employee may bring costs such as severance pay and administrative tasks such as exit interviews. More critically, company have to go through the recruitment, selection and hiring process all over again. Once they find a new employee, they have to train him, which also costs time and money. It has opportunity costs that result because a new employee can't immediately deliver the same productivity as the former one.

➤ Low Morale

Morale in high-turnover companies is typically weak. Organizational culture is the shared norms and value of a collection of employees who work together. Motivating the employees to share the vision of overall business and perform at high levels is difficult when colleagues and co-workers are vanishing all around them. Workplace relationships are keys to an employee's satisfaction with work. As friends and co-workers leave, remaining employees constantly have to cycle through the process of getting to know new employees.

➤ Poor Performance

High turnover means the basic level of experience across an organization is lower than it otherwise would be. Employees with less knowledge and less experience in a business and with their jobs won't produce as well as those who know more about what they are doing. In a production job, the efficiency of

production is likely lower. In sales and service jobs, sales results and service satisfaction ratings are affected. The major challenge is that high turnover contributes to a downward spiral that is tough to get out of, since poor performance leads to poor business results, which often forces the company to freeze salaries or cut back on training.

➤ **Management Frustration**

Managers quickly get frustrated with the constantly revolving door of employees. This contributes to longer-term employees getting upset and leaving. Plus, poorly equipped and developed employees place more burden on the manager to work hands-on in the business or store. This takes away from his decision-making and supervisory duties.

➤ **Distractions:** One of the worst effects of high turnover is that it requires focus to fix. Some businesses hire consultants to help get out of a turnover rut. As we invest time, money and resources to correct high turnover, we take away from diversifying our business, marketing to new customers and improving on performance.

Strategies for employee retention

1. Motivation:

Nothing works better than motivation. Motivation acts as a catalyst to an individual's success. The team leaders and the managers must constantly motivate the employees to extract the best out of them. The top performers must be in the limelight. The employees must feel indispensable for the organization.

2. Flexible working environment:

The primary employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures. Today's employees have many commitments outside their job, often including responsibility for children, aging parents, chronic health conditions and other issues. They will be loyal to workplaces that make their lives more convenient by offering on-site childcare centers, on-site hair styling and dry cleaning, flexible work hours, part-time positions, job-sharing or similar practices.

3. Training & Development:

The recent trend of high employee turnover is due to the various reasons such as employees not being happy with the kind of work they do, lack of investments in training and development, lack of career growth and development opportunities, unfair and misleading performance appraisals, etc. Strategic ways for retaining top talent in the organization is by helping high potential employees have cross functional job for job and work related satisfaction, involvement in decision making, encouraging their ideas and helping them implement them, help in career development moves, skill building through effective and relevant training

4. Leadership:

The most important and critical idea for staff retention and commitment goes by the way of an effective leadership setup in the company. It is good to rotate leadership responsibilities depending on employees' abilities.

5. Performance management:

Good performance management aids retention and productivity. The performance management processes of planning, monitoring, developing, and rewarding performance surface time and again as critical factors for success

6. Offer training.

Although training's usually discussed in reference to temporary employees, you should offer skills enhancement to all your workers. Offering training to your temporary workers not only helps retain them but also makes good business sense.

Following are some ways to provide your employees with training:

- Computerized training
- DVDs, audiotapes, books, articles and pamphlets
- Mentoring programs
- Outside seminars and classes

7. Employee compensation strategy:

Fair compensation alone does not guarantee employee loyalty, but offering below-market wages makes it much more likely that employees will look for work elsewhere. In fact, research shows that if incomes lag behind comparable jobs at a company across town by more than 10 percent, workers is likely to bolt. To retain workers, conduct regular reviews of the salaries you offer for all job titles — entry-level, experienced staff and supervisory-level. Compare your department's salaries with statistically reliable averages. If there are significant discrepancies, you probably should consider making adjustments to ensure that you are in line with the market place.

Additional benefits are important too. Although benefits are not a key reason why employees stick with a company, the benefits offer can't be markedly worse than those offered by your competitors. Benefits such as Health insurance, Life insurance, offering retention bonuses instead of sign-on bonuses etc.

8. Define roles and responsibilities:

Clearly define roles and responsibilities. Develop a formal job description for each title or position is very important. Make sure that employees know what is expected of them every day, what types of decisions they are allowed to make on their own, and to whom they are supposed to report.

9. Employee growth strategies

Employee growth strategies deal with personal and professional growth. Good employees want to develop new knowledge and skills in order to improve their value in the marketplace and enhance their own self-esteem. To foster employee loyalty, implement a career ladder and make sure employees know what they must do to earn a promotion. Conduct regular performance reviews to identify employees' strengths and weaknesses, and help them improve in areas that will lead to job advancement

10. Employee satisfaction surveys:

Employee satisfaction is a very important aspect of retention, because more than 50 per cent of turnover is resulted from being dissatisfied of current work. Hence it is very essential to conduct anonymous employee survey on regular basis.

11. Team building:

Foster an environment of teamwork. It takes effort to build an effective team, but the result is greater productivity, better use of resources and increased morale. It will encourage discussion, participation and sharing of ideas. Middle level and top level management should encourage team members to show appreciation to their colleagues for superior performance or achievement.

12. Recreational facility:

It is very important to create room for fun. One of the tool to retain the employee is Celebrate successes and recognize when milestones are reached. Potluck lunches, birthday parties, employee picnics and creative contests will help the company to retain the employees for long period.

13. Open Communication:

Employees are more loyal to a company when they believe managers keep them informed about key issues. Key employees should make sure that employees understand how their contribution is important.

14. Encourage learning:

Company should create opportunities for the employees to grow and learn. Encouraging them to research various innovative methods for the department can also inspire them to stay for long time. Provide a variety of assignments. Identify employees' talents and then encourage them to stretch their abilities into new areas. A variety of challenging assignments helps keep the workplace stimulating

15. The best and updated equipment:

No one wants to work with equipment that's old or constantly breaking down. Hence company should ensure that equipment, machinery, computers and software are properly maintained and regularly upgraded.

16. Job Security:

According to a survey by Human Resource Services Inc., the top motivational factor for employees is job security. That also means the lack of job security is most likely to wreak havoc with a company's employee retention.

Conclusion

This paper concludes that employee retention can be practiced better by motivating the employees in the aspects of Innovative work which stimulates the employees, Open Communication which enforces loyalty among employees and their career growth. An employee is always keen to know his/her career path in the company.

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HR OUTSOURCING – AN OVERVIEW ON DECENT WORK AGENDA 2030

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Abstract

Full and Productive employment, sustainable development, inclusive growth and Decent Work are key elements for achieving a fair globalization and the reduction of poverty (ILO: Decent Work Agenda 2030). Decent Work is at central to make efforts to reduce poverty, and is a mean for achieving equitable, inclusive and sustainable development. In order to achieve the above aim, the International Labour Organisation (ILO) focuses on four inseparable, interrelated and mutually supportive objectives in the Millennium Development Goal's (MDG's). This paper is an attempt to study how the issues of globalization, employment that is HR Outsourcing in selected organised sectors centered in Bangalore city are linked to the strategic objects of the ILO and to its overall conceptual framework of Decent Work 2030 agenda.

Keywords : HR Outsourcing, Decent Work, Organized Sectors.

INTRODUCTION:

Human Resource is fundamental to organizational strategy, development and progress. The strategic human resource management is a key and leading determinant of organizational success. It is as important as capital, land, marketing, finance and operational investment of an organization. According to Pankaj Tiwari and Karunesh Saxena, Human Resource Management (HRM) practices refer to organisational activities directed to managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organisational goals¹. Globalisation made so many changes in the organisation structure and HRM. To gain competitive advantage Human Resource Outsourcing is a vital part of HRM practices. All most all companies whether organised or unorganised are practicing HR outsourcing for its better performance and reduced operational costs. Therefore HR outsourcing is a powerful tool that the organisations follow to attain sustainable growth in the competitive world. With organizations seeking to grow, remain competitive and meet changing business conditions, the human resource outsourcing function, like other functions is under scrutiny to deliver value adding quality services to the business.

HR outsourcing is a mantra used by many organisations for cost reduction in the face of downturn. In general, outsourcing can be defined as an organisation delegating their non-core functions to an external organisation that provides a particular service, function or product (Hansen, 2009; Lawler & Mohrman, 2003). But most of the organisation uses this as a tool to cost cut for both core and noncore functions of the organisations.

HR activities being commonly outsourced include recruitment and selection, remuneration, industrial relations (IR), and occupational health and safety (OHS) (Armstrong, 2006; Davidson, 2005; Hansen, 2009; Staff, 2006; Weinberger, 2008)². In India, the common processes which are outsourced are generally related to training and development, payroll processing, surveys, benchmark studies and statutory compliance.

KPMG International stated that 47 percent of respondents in Asia either already outsource or plan to outsource HRM and 65 percent of their respondents in India either already outsource or plan to outsource their human resource functions³. As a result, the number of Human Resource Outsourcing (HRO) providers has also increased rapidly. It could be said that outsourcing HR functions is a significant trend affecting the future of human resource strategy. If the HR outsource are practiced in an organisation will ensure Decent Work as developed by the International Labour Organisation (ILO) helps to attain the sustainable development and achieve the Millennium Development Goals. It will also result in a better approach towards development that emphasises fair and sustainable working opportunities.

The promotion of Decent Work for all women and men throughout the world is the central objective of the (ILO). It describes Decent Work as, “Opportunities for women and men to obtain Decent and Productive Work as conditions of Freedom, Equity, Security and Human Dignity”⁴. The 2030 Agenda embraces the three dimensions of sustainability – economic, social and environmental. It has 17 Sustainable Development Goals (SDGs) that will build on the progress achieved under the Millennium Development Goals (MDGs). Decent work, employment creation, social protection, rights at work and social dialogue represent integral elements of the new 2030 Agenda for Sustainable Development⁵.

The Decent Work Agenda therefore is an approach to development of work environment. It emphasises employment that is accompanied by rights, representation and protection. Decent Work is need to both developed and developing countries. Different elements of Decent Work may need greater foci depending on their respective challenges in a given region, country, sector or workplace.

The present paper focuses on, evaluating existence of Decent Work in a work place through the following indicators⁶.

1. Employment Opportunities
2. Adequate Earnings and Productive Work
3. Decent Hours
4. Stability and Security of Work
5. Combining Work and Family
6. Equal Opportunity and Treatment in Employment
7. Safe Work Environment
8. Social Security

1. Social Dialogue and Workers Representation
2. Economic and Social Context of Decent Work.

CONCEPTUAL DIMENSIONS OF DECENT WORK:

The definition of Decent Work explicitly includes six dimensions as follows. They are Opportunities for work refer to the need for all persons (men and women) who want work to be able to find work, since Decent Work is not possible without work itself. The underlying concept of work is a broad one, encompassing all forms of economic activity, including self-employment, economic unpaid family work and wage employment in both the informal and formal sectors.

Productive work is essential for workers to have acceptable livelihoods for themselves and their families, as well as to ensure sustainable development and competitiveness of enterprises and countries. The recent trend in the increase of informal and flexible work force in formal sector adversely affects the development of productive and sustainable work force. It is not only creating social imbalances but also unreliable skill set for any economic activity.

Work in conditions of freedom underscores the fact that work should be freely chosen and not forced on individuals and that certain forms of work are not acceptable in the 21st century. It means that bonded labour , slave labour as well as unacceptable forms of child labour should be eliminated as agreed by the Governments in the international declarations and labour standards. It also means that workers are free to join workers organizations.

Equity in work represents worker’s need to have fair and equitable treatment and opportunity in work. It encompasses absence of discrimination at work and in access to work and ability to balance work with family life.

Security at work is mindful of the need to help safeguard health, pensions and livelihoods, and to provide adequate financial and other protection in the event of health and other contingencies. It also recognises every worker’s need to discard insecurity associated with the possible loss of work and livelihood.

Dignity at work requires that worker be treated with respect at work, and be able to voice concerns and participate in decision making about working conditions. An essential ingredient is worker’s freedom to represent their interests’ collectively.

CONCEPT OF HUMAN RESOURCE OUTSOURCING:

The concept of outsourcing came from the American terminology “outside resourcing”, meaning to get resources from the outside. HR Outsourcing is a process in which the human resource activities of an organization are outsourced so as to focus on the organization’s core competencies and reduce cost. The research on HR outsourcing concluded that there are approximately 20 per cent reduction in

production cost which encourages the organisation to follow the same. HRO is an evolving industry in India. With more and more companies looking to rationalize employees on their payroll, manpower outsourcing is slowly becoming the new buzz in India. And the trend hits not just big multinational companies but the public sector and Government undertakings as well. Estimates show that the latent size of HR outsourcing in India is about \$2 billion with a current market of \$27 million and it is growing at a rate of about 50 per cent⁶.

Today every organisation is aiming at achieving productivity by enhancing return on investments and achieving the economies of scale. So it makes sense to focus only on the core competencies and outsource non core business activities. Though the HR outsourcing is an inevitable activity in all business firms if it ensures the basic indicators of Decent Work, will pave the way for healthy and productive work culture.

OBJECTIVES:

The following are the objectives of this study.

- ✓ To analyse the HR outsourcing that ensures Decent Work in the organized sectors of Bangalore city.
- ✓ To evaluate the existence of HR outsourcing in the organisations through Decent Work indicators of ILO.

METHODOLOGY:

The research design adopted in this study was blend of exploratory and descriptive design. The population for this study comprised 50 different types of organizations are located in different places of Bangalore which include public and private sector firms in Bangalore. The samples collected from the organizations are operating in different industries like IT sectors like Cisco, Wipro, Infosys, service sectors like nationalized banks, manufacturing sectors like BEL, BHEL, HAL, NAL and the private sectors like Sansera Engineering Pvt Ltd., TDPS, Denso Kirloskar, and ITC etc. The respondents are HR managers or managerial level executives of those industries since HR outsourcing plays a vital role in the modern business scenario. HR outsourcing can make an important, practical difference in terms of three key organisational outcomes; productivity, quality of work life, and profit. A progressive production activity should not only produce ‘objects for subjects’ but ‘subjects for objects’. Convenience sampling method was used for this study. Personally administrated questionnaire, prepared on the broad guidelines set by the ILO on Decent Work, was used to collect the primary data.

DATA ANALYSIS AND INTERPRETATION:

Null Hypothesis: There is no significance difference of opinion among the HR managers that the HR outsourcing ensures the Decent Work between the public and private sectors

Based on the collected data an analysis was made and it is presented in the Table-1

Table-1
HR outsourcing ensures Decent Work.

Organisations	Opinion of HR managers				Total
	Strongly Agree	Agree	Neutral	Disagree	
Public sectors	9(11.5)	11(8.5)	3(2.5)	2(2.5)	25
Private sectors	14(11.9)	6(7.5)	2(3.1)	3(3.1)	25
Total	23	17	5	5	50

Note: Figures in the brackets are expected frequencies.

Here, χ^2 calculated value = 3.24325

The tabulated value of $\chi^2 = 7.815$ for 3 degree of freedom at 5% level of significance.

Since chi-square calculated value is lesser than tabulated value, the null hypothesis is accepted and it is concluded that, the opinion of HR managers is the same that level of HR outsourcing followed in their organisation ensures the Decent Work for both public and private organisations. Both the sector managers accepted that the HR outsourcing ensure the Decent Work.

In order to analyses the acceptance level of HR outsourcing ensures Decent Work in organized sector, data were analysed with the help of Weighted Average Score method and it is presented in Table-2.

Table-2:
HR outsourcing based on Decent Work indicators

HR outsourcing based on the Decent Work indicators	Strongly Agree	Agree	Neutral	Disagree	WAS
Workers need to be trained and developed for taking the Challenges in globalized world	76(38)	16(8)	8(04)	-	1.68
Engagement of unprotected low cost workforce(contract, temporary, and trainees) adversely affecting the skill set up of the organization	24(12)	32(16)	24(12)	20(10)	0.60
Overtime work and elevated working hours results in poor efficiency achievement	28(14)	30(15)	20(10)	22(11)	0.64
Stable and continuous engagement of work force results skill up-gradation and productive efficiency.	26(13)	32(16)	20(10)	22(11)	0.62
Ensuring better family life balance of workers results in better and decent shop floor culture	48(24)	36(18)	16(8)	-	1.32
Equal treatment on wages and opportunities among genders enhance the performance of the organization	36(18)	44(22)	20(10)	-	1.16
Tripartite social security schemes ensures employee commitment towards organization and job responsibility	38(19)	44(22)	18(9)	-	1.20
Ensuring safe work environment results in employee satisfactions, efficiency, and quality of production	52(26)	28(14)	20(10)	-	1.32
Workers organization and collective bargaining principles help in achieving cordial industrial relations and increase the performance	34(17)	30(15)	16(8)	7(10)	0.78
Role of the government should be a regulator rather than facilitator in ensuring decent work environment	32(16)	28(14)	40(20)	-	0.98

(Figures in parenthesis indicate number of organizations: WAS- the Weighted Average Score.)

From the above table the study discuss the following:

Training and Development: Training and development HR outsourcing strongly agreed by 76 per cent of the organizations, It ensures that the organizations are not only providing the employment opportunity as by the Decent Work indicator, and it has to face the challenges of global world through its skill by ensuring the continuous training and development of the workers.

Engagement of Low Cost Work Force: There are only 24 per cent of the organizations strongly agreed for the engagement of contract and temporary workers adversely affecting the skill set up of the organization. Nearly 34 per cent of the organizations agreed for the low cost work force and 20 per cent disagree the statement with WAS of 0.60. It shows that the most of the organizations are engaged contract and temporary workers through HR outsourcing in order to have absolute control over the labour cost.

Overtime and Elevated working hours: There are 30 per cent of the organisations agreed for the above statement. But 22 per cent of the organizations are disagree for the statement with the WAS 0.64 that if the workers are getting double payment for overtime they are ready for the work and the extra income motivate them to do job skillfully. The results shows that the engagement of workers on overtime or elevated working hours is normal practice in the industries in the HR outsourcing in order to face incidental increase in production, and to avoid increase in labour force in regular basis and to give satisfaction of higher earnings to the workforce.

Stable engagement of work force: This study analysed 32 per cent of the organizations agree for the job security increases up gradation of skill. Twenty two per cent disagree the statement with WAS 0.62 and it shows the workers and the organizations are ready to take the better opportunity. The institutions uses HR outsourcing for building effort to ensure continuous engagement of work force, skill up gradation and retaining skill set without having more number of workers on the regular rolls.

Work Life Balance: Work life balance is very important and 48 per cent of the organisations are strongly agreed it and none of the organisations disagreed shows that the most of the organizations are giving important to the work life balance with WAS 1.32 the second highest. Many organizations understood the importance of ensuring the workforce to have time to spend with family, in social activities and hobbies. The rate of absenteeism and stress at work can be controlled in the positive way and the workforce can be converted into more productive by ensuring moderate work live balance.

Wage and Opportunities: Equal treatment on wages and opportunities among genders enhance the performance of the organizations are strongly agreed by 36 per cent and agreed by 44 with WAS 1.16 shows that in so many organisations are following the gender disparity in wage and the treatment without affecting the organizations performances. But in that none of the organizations disagree the statement. While many individuals agree that the performance of the women workers are generally higher than the male workers when they are engaged on the similar nature of jobs. The lesser wages for the gender reason is nothing but exhibition of gender inequality and an effort to reduce the wage cost.

Tripartite social security schemes: There is a positive response that the tripartite social security schemes ensure employee commitment towards organization and job responsibility. In this statement 38 per cent organisations are strongly agreed and 44 per cent of the organizations are agreed with WAS 1.20. It is the third highest score. The tripartite social security schemes like Employee State Insurance (ESI) Corporation, Employee Provident Fund (EPF) organization etc are governed by the bodies having representation of Government, Employer and Employees, ensures incidental health care and pension for the worker and his dependants. Such schemes which are having wider coverage and legal enforcement ensure the Decent Work.

Safe work Environment: Safety at the work place increases the workers' satisfaction, efficiency and production gives 52 per cent results as strongly agree and 28 per cent as agree none as disagree with WAS 1.32. The study shows the realisation of safety of workers is nothing but safety of products, machinery and capital.

Collective Bargaining Rights: Workers organization and collective bargaining principles help in achieving cordial industrial relations and increase the performance. The results indicate that 34 per cent as strongly agree and 30 as agree with WAS 0.78 show that most of the organizations are engaged in the outsource employment not protected by any cordial relationships.

Role of the Government: The government should be a regulator rather than facilitator in ensuring Decent Work environment got response as 32 strongly agrees, 40 are doubtful with WAS 0.98. The Government should take active participation to regulate the work culture and environment in order to check the unhealthy competition in reducing wage cost among several industries.

This result ensures none of the responses strongly disagree any of the above suggestions, shows that there is a general ethics in their HR outsourcing which lead towards the culture of Decent Work.

FINDINGS

- This study reveals that, higher acceptance have been paid to the practices such as training and development, safety work environment, work life balance aimed at improving employee competencies, workers satisfaction, efficiency and productivity. It also decreases the absenteeism and work stress.

- The results show that the organisations are showing interest in wage opportunities, social security, collective bargaining activities when they are accepted the HR outsourcing which affects the Industrial relations in future.
- The study finds that least acceptance for low cost work force, over time and unstable engagement of workforce through HR outsourcing which reduces the labour cost, which leads to lack of responsibility. This intern leads to the low and unproductive performance for the orgnaisations in the long run.

SUGGESTIONS

The study suggest the following points that the organizations have to ensure the Decent Work formula even it outsources its Human resources, which helps for the survival of the business and for the inclusive and sustainable growth of the state.

- Ensuring job security to the reasonable level of the wage, this avoids the disparity among the workers and increases the productivity.
 - Avoid the low cost work force which decreases the productivity in the long run
 - The modern business orgnaisations should provide more employment opportunities to avoid the overtime and elevated hours, which will help for the long survival of the business.
 - The Government should be a regulator by fixing minimum wages on the need basis.
 - Extending and ensuring Social Security (ESI, EPF and Gratuity) increases the commitment of the workers.
1. Ensuring social dialogue with the workers in the regular basis in order to make the workplace as better place to work.

CONCLUSION

Decent Work is an integral part of the concept of Human Resource practices. When the organisations outsource its human resources they have to consider the job security, proper remuneration, work life balance, training and development, proper selection and staffing for the achievement of inclusive and sustainable organisation and welfare of the state . The Decent Work indicators give some practices such as decent hours, equal treatment on wage safe work environment, social security and social dialogue is followed properly in the orgnaisations ensures the Decent Work for growth with equity of ILO and it pave the way to achieve the Millennium Goal Agenda 2030.

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A STUDY ON INVESTMENT DECISION IN EQUITY OR MUTUAL FUND

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Abstract

Each investment alternative has its own strengths and weaknesses. Some options seek to achieve superior returns (like equity), but with corresponding higher risk. Other provide safety (like PPF) but at the expense of liquidity and growth. Other options such as FDs offer safety and liquidity, but at the cost of return. Mutual funds seek to combine the advantages of investing in these alternatives while dispensing with the shortcomings.

Indian stock market is semi-efficient by nature and, is considered as one of the most respected stock markets, where information is quickly and widely disseminated, thereby allowing each security's price to adjust rapidly in an unbiased manner to new information so that, it reflects the nearest investment value. And mainly after the introduction of electronic trading system, the information flow has become much faster. But sometimes, in developing countries like India, sentiments play major role in price movements, or say, fluctuations, where investors find it difficult to predict the future with certainty. Some of the events affect economy as a whole, while some events are sector specific. Even in one particular sector, some companies or major market player are more sensitive to the event. So, the new investors taking exposure in the market should be well aware about the maximum potential loss, i.e. Value at risk.

It would be good to diversify one's portfolio to include equity mutual funds and stocks. The benefit of diversification are that while risk exposure from a particular asset may not be very high, it would also give the opportunity of participating in the party in the equity markets- which may have just begun- in a relatively safe manner (than investing directly into stock markets). Mutual funds are one of the best options for investors to choose from. It must be realized that the performance of different funds varies time to time. Evaluation of a fund performance is meaningful when a fund has access to an array of investment products in market. An investor can choose from a variety of funds to suit his risk tolerance, investment horizon and objective. Direct investment in equity offers capital growth but at high risk and without the benefit of diversification by professional management offered by mutual funds.

Introduction

India presents a vast potential for investment and is actively encouraging the players especially entrance of foreign players into the market. India is also one of the few markets in the world which offers high prospects for growth and earning potential in all areas of business.

In the current market scenario where there is more expenditure than one's salary, inflation touching its high and fixed deposits going down day by day, thus net rate of return on the investments being below the inflation rate. To meet these growing requirements, the investors need to invest his disposable income to reap short as well as long term benefits. Those who do make diverse investments are able to squeeze maximum benefits.

The rationale behind undertaking this project is to understand the awareness and acceptance of various investment alternatives and to make a comparative study as which mode of equity investments are preferred by individuals. That is direct equity or the mutual funds.

Investment alternatives in India

- ❖ **Non marketable financial assets:** These are such financial assets which gives moderately high return but cannot be traded in market.
 - Bank Deposits
 - Post Office Schemes

- Company FDs
- PPF
- ❖ **Equity shares:** These are shares of company and can be traded in secondary market. Investors get benefit by change in price of share and dividend given by companies. Equity shares represent ownership capital. As an equity shareholder, a person has an ownership stake in the company. This essentially means that the person has a residual interest in income and wealth of the company. These can be classified into following broad categories as per stock market:
 - Blue chip shares
 - Growth shares
 - Income shares
 - Cyclic shares
 - Speculative shares
- ❖ **Bonds:** Bonds are the instruments that are considered as a relatively safer investment avenues.
 - G sec bonds
 - GOI relief funds
 - Govt. agency funds
 - PSU Bonds
 - RBI BOND
 - Debenture of private sector co.
- ❖ **Money market instrument:** By convention, the term "money market" refers to the market for short-term requirement and deployment of funds. Money market instruments are those instruments, which have a maturity period of less than one year.
 - T-Bills
 - Certificate of Deposit
 - Commercial Paper
- ❖ **Mutual Funds-** A mutual fund is a trust that pools together the savings of a number of investors who share a common financial goal.

The fund manager invests this pool of money in securities, ranging from shares, debentures to money market instruments or in a mixture of equity and debt, depending upon the objective of the scheme. The different types of schemes are

 - Balanced Funds
 - Index Funds
 - Sector Fund
 - Equity Oriented Funds
- ❖ **Life insurance:** Now-a-days life insurance is also being considered as an investment avenue. Insurance premiums represent the sacrifice and the assured sum the benefit. Under it different schemes are:
 - Endowment assurance policy
 - Money back policy
 - Whole life policy
 - Term assurance policy
- ❖ **Real estate:** One of the most important assets in portfolio of investors is a residential house. In addition to a residential house, the more affluent investors are likely to be interested in the following types of real estate:
 - Agricultural land
 - Semi urban land
 - Farm House
- ❖ **Precious objects:** Investors can also invest in the objects which have value. These comprises of:
 - Gold
 - Silver
 - Precious stones
 - Art objects

❖ **Financial Derivatives:** These are such instruments which derive their value from some other underlying assets. It may be viewed as a sidebet on the asset. The most important financial derivatives from the point of view of investors are:

- Options
- Futures

1) Equity share/Direct investment

Equity shares: These are shares of company and can be traded in secondary market. Investors get benefit by change in price of share or dividend given by companies. Equity shares represent ownership capital. As an equity shareholder, a person has an ownership stake in the company. This essentially means that the person has a residual interest in income and wealth of the company. These can be classified into following broad categories as per stock market:

- **Blue chip shares-** Shares of large, well established, financially strong companies with an impressive record of earnings and dividends.
- **Growth shares-** Shares of companies that have fairly entrenched positions in a growing market and which enjoy an above average rate of growth as well as profitability.
- **Income shares-** Share of companies that have fairly stable operations, relative limited growth opportunities, and high dividend payout ratios.
- **Cyclic shares** – Share of companies that have a pronounced cyclicity in their operations.
- **Defensive shares-** Shares of companies that are relatively unaffected by the ups and downs in general business conditions.
- **Speculative shares-** Shares of companies that tend to fluctuate widely because there is a lot of speculative trading in them.

2) Mutual Funds:

A Mutual Fund is a trust that pools the savings of a number of investors who share a common financial goal. The money thus collected is invested by the fund manager in different types of securities depending upon the objective of the scheme. These could range from shares to debentures to money market instruments. The income earned through these investments and the capital appreciations realized by the schemes are shared by its unit holders in proportion to the number of units owned by them. Thus a Mutual Fund is the most suitable investment for the common man as it offers an opportunity to invest in a diversified, professionally managed portfolio at a relatively low cost. The small savings of all the investors are put together to increase the buying power and hire a professional manager to invest and monitor the money. Anybody with an investible surplus of as little as a few thousand rupees can invest in Mutual Funds. Each Mutual Fund scheme has a defined investment objective and strategy.

Types of mutual funds:

Open ended schemes: An open-end fund is one that is available for subscription all through the year. This type of Mutual funds does not have a predefined maturity period.

The key feature is liquidity. Direct dealing is another noticeable feature. One can easily buy and sell units at Net Asset Value related prices.

Close ended schemes: Here maturity period is predefined usually ranging from 2 to 15 years.

Investment can be done directly in the scheme at the time of the initial issue and units can be bought and sold whenever units are listed in the stock exchanges.

Types of Schemes

1. **Equity/growth oriented Funds:** Equity schemes are those that invest predominantly in equity shares of companies. An equity scheme seeks to provide returns by way of capital appreciation. As a class of assets, equities are subject to greater fluctuations. Hence, the NAVs of these schemes will also fluctuate frequently. Equity schemes are more volatile, but offer better returns.

2. **Balanced Funds:** The aim of balanced funds is to provide both growth and regular income. Such schemes periodically distribute apart of their earning and invest both in equities and fixed income securities in the proportion indicated in their offer documents.

3. Index Funds: An Index Fund is a mutual fund that tries to mirror a market index, like Nifty or BSE Sensex, as closely as possible by investing in all the stocks that comprise that index in proportions equal to the weight age of those stocks in the index.

4. Income/debt oriented Funds: These schemes invest mainly in income-bearing instruments like bonds, debentures, government securities, commercial paper, etc. These instruments are much less volatile than equity schemes. Their volatility depends essentially on the health of the economy e.g., rupee depreciation, fiscal deficit, inflationary pressure. Performance of such schemes also depends on bond ratings.

3) Equity Funds

As explained earlier, such funds invest only in stocks, the riskiest of asset classes. With share prices fluctuating daily, such funds show volatile performance, even losses. However, these funds can yield great capital appreciation as, historically, equities have outperformed all asset classes. At present, there are four types of equity funds available in the market. In the increasing order of risk, these are:

a) Index funds: These funds track a key stock market index, like the BSE (Bombay Stock Exchange) Sensex or the NSE (National Stock Exchange) S&P CNX Nifty.

Hence, their portfolio mirrors the index they track, both in terms of composition and the individual stock weightages. For instance, an index fund that tracks the Sensex will invest only in the Sensex stocks. The idea is to replicate the performance of the benchmarked index to near accuracy. Index funds don't need fund managers, as there is no stock selection involved. Investing through index funds is a passive investment strategy, as a fund's performance will invariably mimic the index concerned, barring a minor "tracking error". Usually, there's a difference between the total returns given by a stock index and those given by index funds benchmarked to it. Termed as tracking error, it arises because the index fund charges management fees, marketing expenses and transaction costs (impact cost and brokerage) to its unit holders. So, if the Sensex appreciates 10 per cent during a particular period while an index fund mirroring the Sensex rises 9 per cent, the fund is said to have a tracking error of 1 per cent.

b) Diversified funds: Such funds have the mandate to invest in the entire universe of stocks.

Although by definition, such funds are meant to have a diversified portfolio (spread across industries and companies), the stock selection is entirely the prerogative of the fund manager. This discretionary power in the hands of the fund manager can work both ways for an equity fund. On the one hand, astute stock-picking by a fund manager can enable the fund to deliver market-beating returns; on the other hand, if the fund manager's picks languish, the returns will be far lower. Returns from a diversified fund depend a lot on the fund manager's capabilities to make the right investment decisions. A portfolio concentrated in a few sectors or companies is a high risk, high return proposition.

c) Tax-saving funds: Also known as ELSS or equity-linked savings schemes, these funds offer benefits under Section 88 of the Income-Tax Act. So, on an investment of upto Rs 10,000 a year in an ELSS, one can claim a tax exemption of 20 percent from his taxable income. One can invest more than Rs 10,000, but then he won't get the Section 88 benefits for the amount in excess of Rs 10,000.

The only drawback to ELSS is that one has to lock into the scheme for three years.

In terms of investment profile, tax-saving funds are like diversified funds.

d) Sector funds: The riskiest among equity funds, sector funds invest only in stocks of a specific industry, say IT or FMCG. A sector fund's NAV will zoom if the sector performs well; however, if the sector languishes, the scheme's NAV too will stay depressed. Barring a few defensive, evergreen sectors like FMCG and pharma, most other industries alternate between periods of strong growth and bouts of slowdowns. The way to make money from sector funds is to catch these cycles – get in when the sector is poised for an upswing and exit before it slips back.

Advantages of a Mutual Fund

1. Professional Management
2. Diversification
3. Choice of Schemes
4. Affordability
5. Tax Benefits
6. Liquidity

7. The Transparency of Mutual Funds
8. Easy To Administer
9. Highly Regulated
10. Quick, Personalized Service
11. Ease of Investing

Disadvantages of Mutual Funds

1. Costs despite Negative Returns
2. Lack of Control
3. Price Uncertainty
4. Inefficiency of Cash Reserves

Advantages of Equity Capital:

1. **High dividend and high value:**-In times of prosperity, the equity shareholders get a very high rate of dividend, sufficiently higher than that on preference shares. At the same time, their share value will also go up in the market.
2. **Voting rights:**-It is only the equity shareholders who enjoy voting rights on all the policy matters of the company.
3. **Pre-emptive right to new shares:**-Equity shareholders have the pre-emptive right to purchase new shares. Under the provisions of the companies act, the existing shareholders of the company have a right to allotment of newly issued shares.
4. **Many privileges and rights:**-Equity shareholders enjoy many privileges and rights. For example, they can vote at meetings, elect directors, control the directors to run the company.

Disadvantage of Equity Capital:

1. **No refund of capital:**-Since equity shares cannot be refunded, excessive issue of such shares may lead to overcapitalization, particularly when the earning capacity of the company is declining.
2. **Benefits only in prosperity:**-During the periods of prosperity, the company has to distribute heavy dividends on these shares.
3. **Manipulation of control:**-Since the equity shares have proportionate voting power, the company's management may be vitiated by manipulation of votes, clique-formation, abuse of proxy rights etc.
4. **High risk:**-Equity share holders cannot claim dividend as a matter of right, because the decision to fit the rate of dividend on equity shares is vested in the Board of Directors. Therefore investors as a class may find equity shares unsafe, unattractive and unremunerative.
5. **Unhealthy Speculation:**-During the period of boom, the market value of shares will go up, which leads to unhealthy speculation in the stock market.

Scope of the study

Geographical scope

The data for the research was collected from people in different regions of Bangalore – namely – MG Road, Airport Road, Vijaynagar, & Brigade Road.

Target Population

The target population mainly included service class people. Hence convenient sampling was used in deciding on the target population.

Research Design

First an exploratory research was conducted to get some insights about the topic. Secondary data analysis was performed. It was followed by questionnaire filling. Findings of the exploratory research were regarded as input to further research. This research will be followed by descriptive design.

Data Collection

Secondary Data

Secondary data was collected from various sources such as internet and financial magazines.

Primary Data

In Primary data, structured questionnaire was made and the target respondents were asked to fill the questionnaire.

Questionnaire Design

Objective was to make respondents little familiar with the context of the questions. This was also aimed at collecting data about the sample profile that'll be subsequently analyzed so that the scope of the project is fully explored.

Sampling

- Sample Framework

The sample framework consists of a people who have invested in any funds or investment schemes.

- Sample Design

The sample was taken using convenient sampling.

- Sample size

The sample size was around 50 respondents.

Procedure for data collection

For the purpose of primary data collection the target population was administered with a questionnaire which had both structured as well as unstructured questions.

Findings of the research:

- ✓ Most of the people are aware of Banks and Direct Equity investments. Mutual Funds are being considered an attractive investment opportunity by the investors. However, awareness about FDs and Gilts is low comparatively.
- ✓ Factors considered while investing gave several different answers as it was an open ended question. The answers ranged from liquidity, attractiveness, growth of industry (in case of shares), return, risk, etc.
- ✓ Most people prefer to invest in Bullions and Government securities and Bonds due to less risk factor associated with these investments. Equity shares are preferred by people who have knowledge about market and others prefer mutual funds as an investment option.
- ✓ We find that most of the investors have invested in equity oriented schemes whether it is diversified; index based or tax saving schemes. The result could be attributed to the higher returns generated by the funds as against debt schemes and in the given market scenario with a highly buoyant market this seems to be a suitable selection.
- ✓ A majority of the investors consider returns as a good measure of performance evaluation.
- ✓ a majority of the individuals consider returns to be the only criteria to judge a fund's performance. This suggests that most of them do not use any other measures like risk adjusted returns and other considerations while evaluating the performance of a mutual fund.
- ✓ Out of 50 people surveyed, approximately 39% of investors rely totally on investment advisors, while 38% prefers to take friendly advice and rest (23%) take educated view on investments for investing in the various funds.
- ✓ Before investing, one needs to be sure of the safety, risk attached with the particular investments and the returns earned. 42% of the people were more concerned about the safety of principle and 38% people were more interested in earning higher returns.
- ✓ Out of 50 people surveyed, approximately 32% of investors monitor their investment daily; while 24% monitors twice a month and only 8% of the respondents monitor their portfolio after more than a month.

- ✓ It was really a tough choice for investors as many of the respondents were not sure about their investment tenure. About half of them agreed that they like to book the profit as and when they reach the targeted return. Only 4% agreed that they are very long term player and don't change the portfolio often. Around 12% told, they like to book their portfolio within 3-5 years, whereas 20% were those who were mid-term player. Surprisingly, only 16% turned out to be short-term player.
- ✓ Out of 50 people surveyed, 70% of the respondents said that they have made significant changes in their portfolio, while 26% have changed their portfolio and rest (4%) didn't change their portfolio at all.
- ✓ 52% people prefer to invest in equity linked mutual funds because of more diversification and less risk associated with these funds. 33% people prefer to invest in Direct Equity who have the time and knowledge to track the market and predict changes hoping to get higher returns
- ✓ Major reason for preferring Equity diversified Mutual Funds was Diversification of portfolio and lack of time. This helped to reduce risk with decent returns to the investors.
- ✓ The most popular source of information for mutual funds is the relationship managers of the banks or investment agents that the investors rely on for their investments. Another important source is the prospectus of the fund and of other funds, mutual fund websites are another important source of this information.
- ✓ A majority of the individuals prefers direct investment in equity because of the higher returns associated with it, while 33% of the respondents prefers it because they want to manage their portfolio on their own.

CONCLUSION

After the entire analysis of survey and questionnaires, we find that most of the respondents said that they have equity stocks in their portfolio. And among these (who invests in equity) 67%, investors prefer to invest through Mutual funds and only 48% (17 investors) said that they do invest directly in equity market.

According to survey people prefer to invest into Mutual funds than investing directly into stocks. 46% of the respondents feel that mutual funds reduce their risk in investing in the market as it gives diversification to their portfolio. 17% respondents said that it gives them the benefit of professional management. Just 14% said it gives them liquidity irrespective of market conditions. And also lack of time was cited as the reason by 23% of the respondents. Out of those who said that they prefer to directly invest in stock market, majority (54%) gave high weightage to high risk and high returns game. 33% said that they want to be their own fund managers. Also, over 48% agreed that they prefer to book profit as they reach their profit target. They do believe in churning and enjoy making higher returns.

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GLOBAL WARMING AND ITS EFFECTS ON AGRICULTURE, WILDLIFE AND HUMAN HEALTH

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Abstract

Global warming is a big environmental and social issue all over the world which everyone must know. It is basically a problem of too much carbon dioxide (CO₂) in the atmosphere, which acts as a blanket, trapping heat and warming the earth. As we burn fossil fuels like coal, oil and natural gas for energy or cut down and burn forests to create pastures and plantations, carbon accumulates and overloads our atmosphere.

Global warming and its effects on human world and the nature is perhaps one of the major issues discussed around the globe. It's such a serious issues that many and higher education institutions and universities have introduced it as a subject in their curriculum because it is considered to be a big threat to the existence of the mother earth in general and living beings in particular. In order to stop the life threatening effects of the global warming, we should take a permanent break from all the bad habits causing increase in the CO₂ level and other green house gases leading to the green house effect and then earth surface warming. We should stop deforestation, lessen the use of electricity; stop the burning of wood, etc. This paper is an attempt to understand the problem in such a way that the solution can be obtained in near future to save our existence.

Keywords : Environmental, Atmosphere, Curriculum, Existence, Deforestation.

Global Warming or Climate Change, measurable increases in the average temperature of Earth's atmosphere, oceans, and landmasses. Scientists believe Earth is currently facing a period of rapid warming brought on by rising levels of heat-trapping gases, known as greenhouse gases, in the atmosphere.

Earth has warmed and cooled many times since its formation about 4.6 billion years ago. Global climate changes were due to many factors, including massive volcanic eruptions, which increased carbon dioxide in the atmosphere; changes in the intensity of energy emitted by the Sun; and variations in Earth's position relative to the Sun, both in its orbit and in the inclination of its spin axis.

An interglacial period began about 10,000 years ago, when the last ice age came to an end. Prior to that ice age, an interglacial period occurred about 125,000 years ago. During interglacial periods, greenhouse gases such as carbon dioxide and methane naturally increase in the atmosphere from increased plant and animal life. But since 1750 greenhouse gases have increased dramatically to levels not seen in hundreds of thousands of years, due to the rapid growth of the human population combined with developments in technology and agriculture. Human activities now are a powerful factor influencing Earth's dynamic climate.

The ice of the Polar Regions furnishes clues to the makeup of Earth's ancient atmosphere. Ice cores that scientists have bored from the ice sheets of Greenland and Antarctica provide natural records of both temperature and atmospheric greenhouse gases going back hundreds of thousands of years. Layers in these ice cores created by seasonal snowfall patterns allow scientists to determine the age of the ice in each core. By measuring tiny air bubbles trapped in the ice and properties of the ice itself, scientists can estimate the temperature and amount of greenhouse gases in Earth's past atmosphere at the time each layer formed. Based on this data, scientists know that greenhouse gases have now risen to levels higher than at any time in the last 650,000 years.

Greenhouse gases are rising, and temperatures are following. Before the late 1800s, the average surface temperature of Earth was almost 15°C. Over the past 100 years, the average surface temperature has risen by about 0.7 Celsius degrees, with most of the increase occurring since the 1970s.

Scientists have linked even this amount of warming to numerous changes taking place around the world, including melting mountain glaciers and polar ice, rising sea level, more intense and longer droughts, more intense storms, more frequent heat waves, and changes in the life cycles of many plants and animals. Warming has been most dramatic in the Arctic, where temperatures have risen almost twice as much as the global average.

Scientists project global warming to continue at a rate that is unprecedented in hundreds of thousands or even millions of years of Earth's history. They predict considerably more warming in the 21st century, depending on the level of future greenhouse gas emissions. For a scenario assuming higher emissions—in which emissions continue to increase significantly during the century—scientists project further warming of 2.4 to 6.4 Celsius degrees by the year 2100. For a scenario assuming lower emissions—in which emissions grow slowly, peak around the year 2050, and then fall—scientists project further warming of 1.1 to 2.9 Celsius degrees by the year 2100.

Some impacts from increasing temperatures are already happening.

- Ice is melting worldwide, especially at the Earth's poles. This includes mountain glaciers, ice sheets covering West Antarctica and Greenland, and Arctic sea ice.
- Researcher Bill Fraser has tracked the decline of the Adélie penguins on Antarctica, where their numbers have fallen from 32,000 breeding pairs to 11,000 in 30 years.
- Sea level rise became faster over the last century.
- Some butterflies, foxes, and alpine plants have moved farther north or to higher, cooler areas.
- Precipitation (rain and snowfall) has increased across the globe, on average.
- Spruce bark beetles have boomed in Alaska thanks to 20 years of warm summers. The insects have chewed up 4 million acres of spruce trees.

Other effects could happen later this century, if warming continues.

- Sea levels are expected to rise between 7 and 23 inches (18 and 59 centimeters) by the end of the century, and continued melting at the poles could add between 4 and 8 inches (10 to 20 centimeters).
- Hurricanes and other storms are likely to become stronger.
- Species that depend on one another may become out of sync. For example, plants could bloom earlier than their pollinating insects become active.
- Floods and droughts will become more common. Rainfall in Ethiopia, where droughts are already common, could decline by 10 percent over the next 50 years.
- Less fresh water will be available. If the Quelccaya ice cap in Peru continues to melt at its current rate, it will be gone by 2100, leaving thousands of people who rely on it for drinking water and electricity without a source of either.
- Some diseases will spread such as malaria carried by mosquitoes.
- Ecosystems will change—some species will move farther north or become more successful; others won't be able to move and could become extinct. Wildlife research scientist Martyn Obbard has found that since the mid-1980s, with less ice on which to live and fish for food, polar bears have gotten considerably skinnier. Polar bear biologist Ian Stirling has found a similar pattern in Hudson Bay. He fears that if sea ice disappears, the polar bears will as well.

(Source for climate information: Intergovernmental Panel on Climate Change (IPCC), 2007)

Melting polar ice and glaciers, as well as warming of the oceans, expands ocean volume and raises sea level, which will eventually flood some coastal regions and even entire islands. Patterns of rainfall are expected to change, with higher latitudes (closer to the poles) projected to receive more rainfall, and subtropical areas projected to receive considerably less. Changes in temperature and precipitation patterns may damage food crops, disrupting food production in some parts of the world. Plant and animal species will shift their ranges toward the poles or to higher elevations seeking cooler temperatures and species that cannot do so may become extinct. Increasing levels of carbon dioxide in the atmosphere also leads to increased ocean acidity, damaging ocean ecosystems.

Human beings face global warming with a huge population at risk. The potential consequences are so great that many of the world's leading scientists—and increasingly, politicians, business leaders, and other citizens—are calling for international cooperation and immediate action to counteract the problem.

As early as 1896 scientists suggested that burning fossil fuels might change the composition of the atmosphere and that an increase in global average temperature might result. The first part of this hypothesis was confirmed in 1957, when researchers working in the global research program called the International Geophysical Year sampled the atmosphere from the top of the Hawaiian volcano Mauna Loa. Their instruments indicated that carbon dioxide concentration was indeed rising. Since then, the composition of the atmosphere has been carefully tracked. The data collected show undeniably that the concentrations of greenhouse gases in the atmosphere are increasing.

Scientists use elaborate computer models of temperature, precipitation patterns, and atmosphere circulation to study global warming. Based on these models, scientists have made many projections about how global warming will affect weather, glacial ice, sea levels, agriculture, wildlife, and human health. Many changes linked to rising temperatures are already being observed.

Scientists project that the polar regions of the Northern Hemisphere will heat up more than other areas of the planet, and glaciers and sea ice will shrink as a result. Regions that now experience light winter snows may receive no snow at all. In temperate mountains, snowlines will be higher and snow packs will melt earlier. Growing seasons will be longer in some areas. Winter and nighttime temperatures will tend to raise more than summer and daytime temperatures. Many of these trends are already beginning to be observed. Arctic temperatures, for example, have increased almost twice as much as the global average over the past 100 years.

A warmer world will be generally more humid as a result of more water evaporating from the oceans. A more humid atmosphere can both contribute to and offset further warming. On the one hand, water vapor is a greenhouse gas, and its increased presence would further increase warming. On the other hand, more water vapor in the atmosphere will produce more clouds, which reflect sunlight back into space, thereby slowing the warming process. It is uncertain which of these effects will be greater in the future, and scientists factor in both possibilities when projecting temperature increases. This is one of the main reasons that projections include ranges of high and low temperatures for different emissions scenarios.

Storms are expected to be more frequent and more intense in a warmer world. Water will also evaporate more rapidly from soil, causing it to dry out faster between rains. Some regions might actually become drier than before. Overall, higher latitudes are projected to receive more rainfall, and subtropical areas are projected to receive less. Shifting patterns of precipitation (both snow and rain) have been observed in many regions since 1900. Significantly wetter conditions have been recorded in the eastern parts of North and South America, northern Europe, and northern and central Asia. Drier conditions have prevailed in the Sahel region of western Africa, southern Africa, the Mediterranean, and parts of southern Asia. Droughts are projected to become longer and more intense; in fact, this has already been observed since the 1970s, particularly in the tropics and subtropics.

Weather patterns are expected to be less predictable and more extreme. Storm tracks are projected to move toward the poles, shifting wind, rainfall, and temperature patterns. Heat waves will continue to become more frequent and intense, a trend already observed. Hurricanes, violent storms that draw their force from warm ocean water, are likely to become more severe. The intensity of hurricanes has already increased since the 1970s.

Warming temperatures are already causing significant changes to mountain glaciers around the world, ice sheets in Greenland and the Antarctic, and polar sea ice in the Arctic. From Europe to Africa to Asia to North America, mountain glaciers have receded over the 20th century, and melting is becoming more rapid. The large-scale melting of ice may accelerate the pace of global warming in what is known as a feedback process. Because ice reflects sunlight back out to space, it has a cooling effect. Water and land, which are darker than ice, absorb and retain more heat.

Rising sea level will complicate life in many island and coastal regions. Storm surges, in which winds locally pile up water and raise the sea, will become more frequent and damaging. Erosion of cliffs, beaches, and dunes will increase. As the sea invades the mouths of rivers, flooding from runoff will also increase upstream.

Small island nations such as Tuvalu and Kiribati, where the highest land is only a few meters above sea level, are already experiencing saltwater intrusion, which is making groundwater undrinkable, and increased impacts from typhoons and heavy surf. These nations could literally cease to exist as the

rise in sea level continues, and their governments are negotiating with other nations to transplant their populations.

Even a modest rise in sea level will have huge impacts on coastal ecosystems. For example, a 50-cm rise would submerge about half of the present coastal wetlands of the United States and other low-lying areas such as parts of New Orleans and the Louisiana coast. Much of the Florida Everglades would be lost to the sea. New marshes would eventually form in many places, but not where urban areas and developed landscapes block the way.

Damage can be curbed locally in various ways. Coastlines can be armored with dikes, levies, and other barriers to block encroachment of the sea. Alternatively, governments can assist coastal populations in moving to higher ground, although such a process is extremely costly, especially in heavily populated areas. Some extremely low-lying countries would face rising sea level with huge populations at risk. Wealthy countries like The Netherlands may need to spend huge amounts of money to protect their shorelines, while poor countries like Bangladesh may be forced to simply abandon low-lying coastal regions.

Global warming of a few degrees may increase agricultural production, but not necessarily in the same places where crops are grown now. Southern Canada, for example, may benefit from more rainfall and a longer growing season. At the same time, the semiarid tropical farmlands in some parts of Africa may become further impoverished. Farming regions such as California's Central Valley that bring in irrigation water from distant mountains may suffer as the winter snow pack, which functions as a natural reservoir, melts before the peak growing months. Crops and woodlands may also be afflicted by more insects and plant diseases. Agricultural areas will need to adapt to changing conditions, such as by shifting the types of crops grown or investing in drought-tolerant or heat-tolerant varieties. Scientists estimate that warming of up to about 3 Celsius degrees could increase global agricultural potential, but that further warming is likely to decrease this potential.

Plants and animals will find it difficult to escape from or adjust to the effects of global warming. Scientists have already observed shifts in the lifecycles of many plants and animals, such as flowers blooming earlier and birds hatching earlier in the spring. Many species have begun shifting where they live or their annual migration patterns due to warmer temperatures.

With further warming, animals will tend to migrate toward the poles and up mountainsides toward higher elevations. Plants will also attempt to shift their ranges, seeking new areas as old habitats grow too warm. In many places, however, human development will prevent these shifts. Species that find cities or farmland blocking their way north or south may become extinct. Species living in unique ecosystems, such as those found in polar and mountaintop regions are especially at risk because migration to new habitats is not possible. For example, polar bears and marine mammals in the Arctic are already threatened by dwindling sea ice but have nowhere farther north to go.

Ocean ecosystems, especially fragile ones like coral reefs, will also be affected by global warming. Warmer ocean temperatures can cause coral to "bleach," a state which if prolonged will lead to the death of the coral. Scientists estimate that even 1 Celsius degree of additional warming could lead to widespread bleaching and death of coral reefs around the world. Also, increasing carbon dioxide in the atmosphere enters the ocean and increases the acidity of ocean waters. This acidification further stresses ocean ecosystems.

In a warmer world, scientists predict that more people will get sick or die from heat stress, due not only to hotter days but more importantly to warmer nights. More frequent and intense heat waves will further contribute to this trend. At the same time, there will be some decreases in the number of cold-related deaths. Diseases such as malaria, now found in the tropics and transmitted by mosquitoes and other animal hosts, are projected to widen their range as these animal hosts move into regions formerly too cold for them. Other tropical diseases may spread similarly, including dengue fever, yellow fever, and encephalitis. Scientists also project rising incidence of allergies and respiratory diseases as warmer air grows more charged with pollutants, mold spores, and pollens.

Responding to the challenge of controlling global warming will require fundamental changes in energy production, transportation, industry, government policies, and development strategies around the world. These changes take time. The challenge today is managing the impacts that cannot be avoided while taking steps to prevent more severe impacts in the future.

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A STUDY OF QUALITY OF WORK LIFE – AN INDICATOR OF CORPORATE EXCELLENCE

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Abstract

The world in the 21st century is witnessing many dramatic changes and a paradigm shift in education. Educational change is characterized by several factors, including rapid demographic shifts, new research into the nature of teaching and learning. Educationists all over the world are reexamining traditional modes of teaching and looking at integrating technology in a seamless manner to make the learning environment more student-friendly. The changing world of today demands changes in the mode and content of education also. Education is in urgent need of answers to age-old questions about teaching and learning by reason of the increasing use of technology and its societal impact. In an age where multimedia entertainment consumes a large part of the child's life, time-honoured chalk and talk teaching methods have outlived their purpose and no longer hold the attention of students.

The teaching-learning process has undergone a paradigm shift since the last decade with the accent more on the learner than on the teacher. The teacher today is more of a facilitator than a lecturer. Globally there has been a transition in the way education is being transacted. Students today are smarter and definitely more knowledgeable than their counterparts a decade ago. Educationists must be able to tap this enormous resource by providing them with such experiences that will optimize their potential while facilitating their growth and development as individuals who will contribute to society.

Educators on the other hand must revamp the existing syllabi at various levels to make it more practical and hands on while facilitators need to unlearn and relearn to fit into the new scheme of things rather than becoming redundant.

Students are no longer content with mundane and traditional lectures. In a fast paced world wired by technology, classes must cater to the keen curiosity of the learners while igniting their minds in the right direction. This can only occur when all stakeholders come together to revolutionize the existing system in the globalized world of today.

There is also a substantial rise in teenage suicides, crime and violence which needs serious introspection on the part of educationists. Are we guiding our children on the right track to become responsible citizens? Are we preparing them to face life's challenges? Are we able to provide holistic education that leads to building of self confidence, development of skills, creative thinking and ethical values?

These are just a few questions that need answers if we need to revamp the educational system.

This paper therefore attempts to look at some of the effective teaching learning practices that could translate into higher achievement and holistic learning for students so that they are equipped to face the challenges of the 21st century with confidence.

The Methodology used is a combination of questionnaires, interviews and related literature.

The Conclusions drawn clearly indicate that there is no room for complacency and that there is an urgent need to adapt to the changing global scenario and the mindsets of the youth today, if education has to be meaningful, motivating and goal oriented.

Keywords : Paradigm Shift, Holistic Education, Technological Advancements, Globalization

Introduction:

Education in very general terms is a process of bringing about desirable changes of behavior in the learners, in accordance with standard norm, which is the concept of leading a contented life.

Dr. Martin Luther King has rightly said, “The function of education is to teach one to think intensively and to think critically. Intelligence plus Character, that is the goal of true education.”

Therefore, today the most significant issue relating to learning is the relatively recent paradigm shift in education. This change is illustrated in the way in which curriculum is defined and technology is used. The distinct roles of teachers and learners are becoming increasingly blurred.

Education is no longer defined in terms of what a teacher will teach but rather in terms of what a student will be able to demonstrate.

If we are to be responsible for what a student learns then it is essential that we understand what a student knows before new learning begins and how best to build on what each student already knows. “Our dominant paradigm mistakes a means for an end. It takes the means or method called “instruction” or “teaching” and makes it the end or purpose.... We now see that our mission is not instruction but rather that of producing learning with every student by whatever means work best.”

Our role as teachers is to be a “guide on the side” instead of a “sage on the stage.” We have moved from an instruction paradigm, in which an instructor transfers knowledge to students, to a learning paradigm, in which a teacher’s role is that of coach. The result is a student learning how to learn and discovering knowledge with the coaching guidance of a teacher.

The term "paradigm" is another word for pattern. Pattern forming is part of the way we attempt to make meaning from our experiences (Ausubel, 1968). We use these patterns to understand situations, raise questions, build links and generate predictions. The human brain is designed to generate, discern and recognize patterns in the world around us. We resist the notion that no pattern exists.

When a paradigm shift takes place, we see things from a different perspective as we focus on different aspects of the phenomena in our lives. Twentieth century paradigm shifts across a wide variety of fields can be seen as part of a larger shift from positivism to post-positivism (Berman, 1981; Capra, 1983; Merchant, 1992). Awareness of this broader shift helps make clearer the shifts that take place in any one particular field. Table 1 provides a brief look at some contrasts between positivism and post-positivism.

Table 1 -- Contrasts between positivism and post-positivism

Positivism	Post - Positivism
Emphasis on parts and de-contextualization	Emphasis on whole and contextualization
Emphasis on separation	Emphasis on integration
Emphasis on the general	Emphasis on the specific
Consideration only of objective and the quantifiable	Consideration also of subjective and the non-quantifiable
Reliance on experts and outsider knowledge--researcher as external	Consideration also of the "average" participant and insider knowledge--researcher as internal
Focus on control	Focus on understanding
Top-down	Bottom-up
Attempt to standardize	Appreciation of diversity
Focus on the product	Focus on the process as well

There have been certain major paradigm shifts in education. The International Commission on Education for the 21st Century advocates four pillars of education: ‘Learning to Know’, ‘Learning to Do’, ‘Learning to Live Together’ and ‘Learning to Be’. Marinova and Mcgrath (2004) envision these four pillars as fundamental to a trans-disciplinary pedagogy for responsible living. Hence this paper looks at four important areas which not only support the concept of the four pillars of education but which have been accepted globally as areas of concern and which need to be implemented to provide ‘Holistic Education’ in its true sense.

These four areas are: ‘Student Centred Learning’ which focuses on ‘Learning to Know’; ‘Use of Technology’ which focuses on ‘Learning to Know and Do’; ‘Introduction of Soft Skills’ which focuses on ‘Learning to Live Together’ and finally ‘Value Education’ which focuses on ‘Learning to Be’.

A) Student Centred Learning:

Research tells us: that most people only remember 20% of what they hear .and that the longer the lecture, less of the information is assimilated. Evidence indicates that students learn and retain more information

when they are actively involved in the learning process. Theorists like John Dewey, Jean Piaget, and Carl Roger's whose collective work focused on how students learn, are primarily responsible for the move to student-centered learning.

The focus today is thus on 'Student Centred Learning' which involves any well-structured, teacher-guided, student-centered activity that substantially involves students with the course content through talking and listening, writing, reading and reflecting. Psychologists have proved that students learn at different rates and have different interests. Hence any educational system must address these needs by having customized learning plans, performance based learning and performance based assessments.

Barr and Tagg (1995) expressed the change as a move from an Instruction Paradigm in which universities delivered instruction to transfer of knowledge from faculty to students, to a Learning Paradigm in which universities produce learning through student discovery and construction of knowledge. McCombs and Whistler (1997) state that learners are treated as co-creators in the learning process, as individuals with ideas and issues that deserve attention and consideration.

Michaelsen, Knight and Fink (2004) offer examples of team-based learning in large classes which result in better and meaningful learning.

Therefore, the questions arises that "Do student-centered learning approaches lead to improvements in student performance?" Results from a growing number of studies indicate that the answer is yes.

Some of the benefits of 'Student- Centred Learning' are as follows:

- It permits opportunities to connect the content to real life.
- It provides opportunities for higher order thinking as opposed to passive listening.
- It promotes greater student-faculty and student-student interaction.
- It increases student retention while facilitating student accountability.
- It provides for improvement of social interaction skills, greater acceptance of others, and a greater sense of "community" in the class.
- It encourages alternative forms of assessment.
- It encourages innovation in both teaching and student involvement.

Some ideas for Implementation:

- Use of personalized assignments and worksheets
- Use of Project Method and Team Work
- Catering to multiple intelligences of students by providing diverse learning activities such as role-plays, mime, group discussions, mind mapping, field trips, simulations and debates
- Organizing Student Seminars on various topics
- Organizing Group Activities and Games to reinforce concepts
- Brain Storming and Class Discussions
- Use of Case Studies and Anecdotes

B) Use of Technology:

The present age is called the 'Information Age'. The onset of the Information Age is associated with the Digital Revolution, just as the Industrial Revolution marked the onset of the Industrial Age. The Digital Revolution has seen the use of technology in every field. This evolution of technology in daily life and social organizations has led to the fact that the modernization of information and communication processes has become the driving force of social evolution. Thus technology is everywhere and entwined in almost every part of our lives. Can education therefore afford to ignore technology? "The power of technology lies in its ability to merge with the curriculum and create unique learning opportunities." - Carol Lach, Ellen Little, Deborah Nizzaro (2003). Lavooy and Palmer (2003) in a study found that a technologically enhanced class resulted in greater group dynamics. Thus, research clearly indicates that teachers using teaching strategies that integrate technology while teaching students through multiple pathways can definitely enhance academic achievement while motivating students to learn in an effective manner. Integrating technology into education has multiple benefits:

- It helps cater to various learning styles.
- It stimulates and motivates students who are already techno savvy.
- It helps teachers prepare students for the real world environment.

- Teachers can collaborate to share their ideas and resources online.
- Students can develop valuable research skills at a young age.
- Students and teachers have access to an expanse of material.
- Online learning is now an equally credible option.

Some ideas for the use of Technology

- Use of Social Media to interact with students
- Online teaching and assignments
- Use of Internet Resources for Research Projects
- Use of Power Point and Excel for Presentations and Graphs
- Use of U-tube videos to explain concepts
- Use of Mobile Apps for Learning
- Creation of Online Study Groups
- Use of animation clips, videos and other multimedia

C) Introduction of Soft Skills:

Soft skills is a term often used to describe the kind of essential personal skills and social capabilities people need to be able to do most jobs. Appropriate soft skills play an important role in a successful career as well as during social interactions in the society.

Today more and more employers are realizing that prospective candidates may have the necessary technical skill but seriously lack the soft skills such as “Time Management, Interpersonal Skills, Corporate Etiquette, Team Work, the Right Attitude et al which are essential to have a well rounded confident personality. While technical skills may get one’s foot in the door, it is people skills that open most of the doors. Work Ethics, Attitude, Communication Skills, Emotional Intelligence and a whole host of other personal attributes are the soft skills that are crucial for career success. A study by Hodges and Burchell (2003) investigated the perceptions of business employers on the importance of different skills. It was reported that eight out of top ten skills were soft skills which included the ability and willingness to learn, teamwork and cooperation, interpersonal communication, energy and passion, and problem-solving skills. A study covering over 52 different professions with more than 8,000 managers in the United States identified soft skills of employees as the major competency in nearly all the professions, even in the technical environments. (Rubin, R.S. 2009). Therefore, many universities and educational institutions have already begun to include ‘Soft Skills’ as part of the curriculum so that students are empowered to face the globalized world with confidence.

Vast research and expert opinions have been sought in the effort to determine the specific soft skills to be implemented and used in higher institutions of learning. Based on the research findings obtained, seven soft skills have been identified and chosen to be implemented in all institutions of higher learning here. They are:

1. Communication Skills.
2. Thinking Skills and Problem Solving Skills.
3. Team Work
4. Life-long learning and Information Management
5. Entrepreneurship Skills
6. Ethics, Moral and Professional
7. Leadership Skills

Implementation:

Each of the above soft skills is divided into several sub skills but the underlying fact is that if we have to develop confident, well groomed individuals, we need to impart soft skill education.

All soft skills need to be introduced through activities as these are not theoretical subjects but practical skills that need to be absorbed and assimilated only through constant practice.

D) Value Education:

Education does not just mean teaching students how to read, write and get a job. It also includes developing the personality of the student to make him/her, an ideal citizen. “Education without values, as

useful as it is, seems rather to make man a more clever devil” says C.S Lewis. So value education is education in values and education towards the inculcation of values. The great philosopher Aristotle summed it up succinctly when he said that “Educating the mind without educating the heart is no education at all.”

The world today is increasingly becoming more materialistic and commercial. Old fashioned values and ethics seem to be largely ignored and there is a serious lack of role models for our youth. As such ‘Value Education’ needs to become a part and parcel of any meaningful curriculum.

This fact has been recognized all over the world which is reeling under terrorist attacks, crimes against women and children, frauds, scams, heinous murders, rapes and assaults. The world is no longer safe and in the light of the current scenario, educationists have been unanimous in stating the need and importance of ‘Value Education’ in educational institutions. The American psychologist Lawrence Kohlberg who specialized in research on moral education and reasoning, and was best known for his theory of stages of moral development, believed children needed to be in an environment that allowed for open and public discussion of day-to-day conflicts and problems to develop their moral reasoning ability. The Indian Government currently promotes Value Education in its schools. The Ministry of Human Resource Development has taken strong steps to introduce values among schools and teachers training centers. This should also be included in institutes of Higher Learning where our youth are more susceptible to negative influences. Through empirical analysis it was found that value education does have a positive impact on children’s well-being. (Barragan Cubas Paola 2008). Education, in its aims, curriculum and methods, is inseparably linked with values. (Seshadri 2005). Lonergan states that values appear aesthetically, ethically or religiously. (Lonergan, 1993).

When we speak of ‘Values’ we must remember that there are different kinds of values.

The categories of values are as follows:

Personal Values: Personal values mean the desires of individual whenever they are in a social relationship. Some of the personal values are excellence, honesty, self-confidence, self-motivation, punctuality, ambition, courage, creativity, imagination et al.

Social Values: An individual cannot live in the world without having interaction with others. People want social values like love, affection, friendship, peer group, reference group, hospitality, courage, service, justice, freedom, patience, forgiveness, coordination, sympathy, tolerance etc. Social values are more important for a healthy and good environment for every organization.

Moral Values: Moral values include respecting others and self, respecting the right of others, keeping promises, avoiding unnecessary problems with others, avoiding cheating and dishonesty, showing gratitude to others and encouraging them to work.

Spiritual values: The ultimate ethical value is called spiritual value. Spiritual values are piety, meditation, yoga, self-discipline, control, purity, and devotion to God etc. Spiritual values highlight the principles of self-restraint. Self discipline contentment, reduction of wants, freedom from general greed and austerity.

Universal Values: It is universal values that indicate the essence of the human condition. It is through Universal Values that we link ourselves with humanity and the cosmos. Universal Values can be experienced as love, joy, brotherhood, love, compassion, service, bliss, truth and eternity.

Cultural Values: Cultural values are concerned with right and wrong, good and bad, customs and behavior. Cultural values are reflected in language, ethics, social hierarchy, aesthetics, education, law, economics, philosophy and social institutions of every kind.

After classifying values, we must determine which of the above values are most meaningful. Universal values are at the top of the list. The others have their place but it is through Universal values that we experience a sense of oneness with the human race Universal values must be our foundation if we are to enjoy a rich, profound, fulfilling life.

UNESCO organized a ‘Values in Education’ Summit in 1998, to encourage schools to review their curricula in terms of value education. The fact that a world body like UNESCO should stress on the need of teaching ‘values’ in the school system is in itself a statement of the gravity of the problems created by gradual disappearance of a civil society and the preservation of democracy.

Value education, both formal and informal, encourages students to:

- Develop their own personal moral codes and have a concern for others.

- Reflect on experiences and search for meaning and patterns in their experiences.
- Have self respect and respect for commonly held values such as honesty, truthfulness and justice.
- Make socially responsible judgments and to be able to provide justification of decision and actions.

Ultimately, we must remember that internalization of value in thought, word and deed, is the goal and not mere knowledge of it.

Some Ideas for Implementation:

- Through regular teaching lessons
- Practical Examples from day to day life
- Use of case studies, story-telling and newspaper headlines
- Use of Media Headlines to generate debate and discussion on issues
- Panel Discussions on Contemporary Problems faced by Society
- Essay Writing, Blogs and Articles
- Social Service Activities through NSS and NCC or any other NGO's
- Letters to leading Newspapers, Magazines and Corporators/MLAs
- Street Plays and Skits
- Awareness Programmes on Topical Issues

Conclusion:

If education is to be meaningful and effective where the goal is to prepare right thinking individuals to face life's manifold challenges, it is important that we include the above four components in the curriculum. This will, in turn help students to not only improve their cognition and conation but also focus on their affective domain. Many universities and educational institutions have already taken a step in the right direction by revamping the syllabus to include these domains in a seamless manner but the teaching community has to focus on these areas seriously if we wish to bring about positive change in our students.

A questionnaire that had almost 300 students responding to ten statements clearly showed that students want change. They want practical skill based education which includes value education and technology usage rather than traditional lectures. They feel that it is important for teachers to update themselves with the latest trends rather than delivering the same outdated content. They do not feel that technology will replace the teacher. They felt that evaluation patterns need to be modified accordingly and that there should be linkage between Industry and Educational Institutions to close the gap between expectations and reality. The inclusion of soft skills also received majority support as it was felt that this would help in personal grooming.

Change is inevitable but no change is possible without the efforts of all the primary stakeholders. In the case of education, it is the institutions, the management and staff, the parents and the students who need to take ownership for the success of any programme or policy. The changes will neither happen overnight nor will the effects be seen immediately. Sustained and committed implementation is the only way that will help bring about the required paradigm shifts.

Mahatma Gandhi has said, "By Education, I mean an all round drawing of the best in child and man – in body, mind and spirit." Let us work together to make this a reality.

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Annexure II – Questionnaire (Designed by the Researcher)

Please read the following ten statements carefully and indicate your response.

Your responses can be any one of the following:

5 – Strongly Agree 4 – Agree 3 – Disagree 2 – Strongly Disagree 1 – No comments

1. The current education system needs to be revamped. _____
2. Education today has become commercial. _____
3. There is need for value education. _____
4. Education needs to be practical and skill oriented. _____
5. The lecture method is outdated. _____
6. Technology has replaced the Teacher. _____
7. Teachers need to update themselves. _____
8. The current education system in India is very stressful. _____
9. Evaluation patterns need to be modified. _____
10. There should be more involvement of Industry in Education so there is no gap in expectations and the reality. _____

Remarks if any

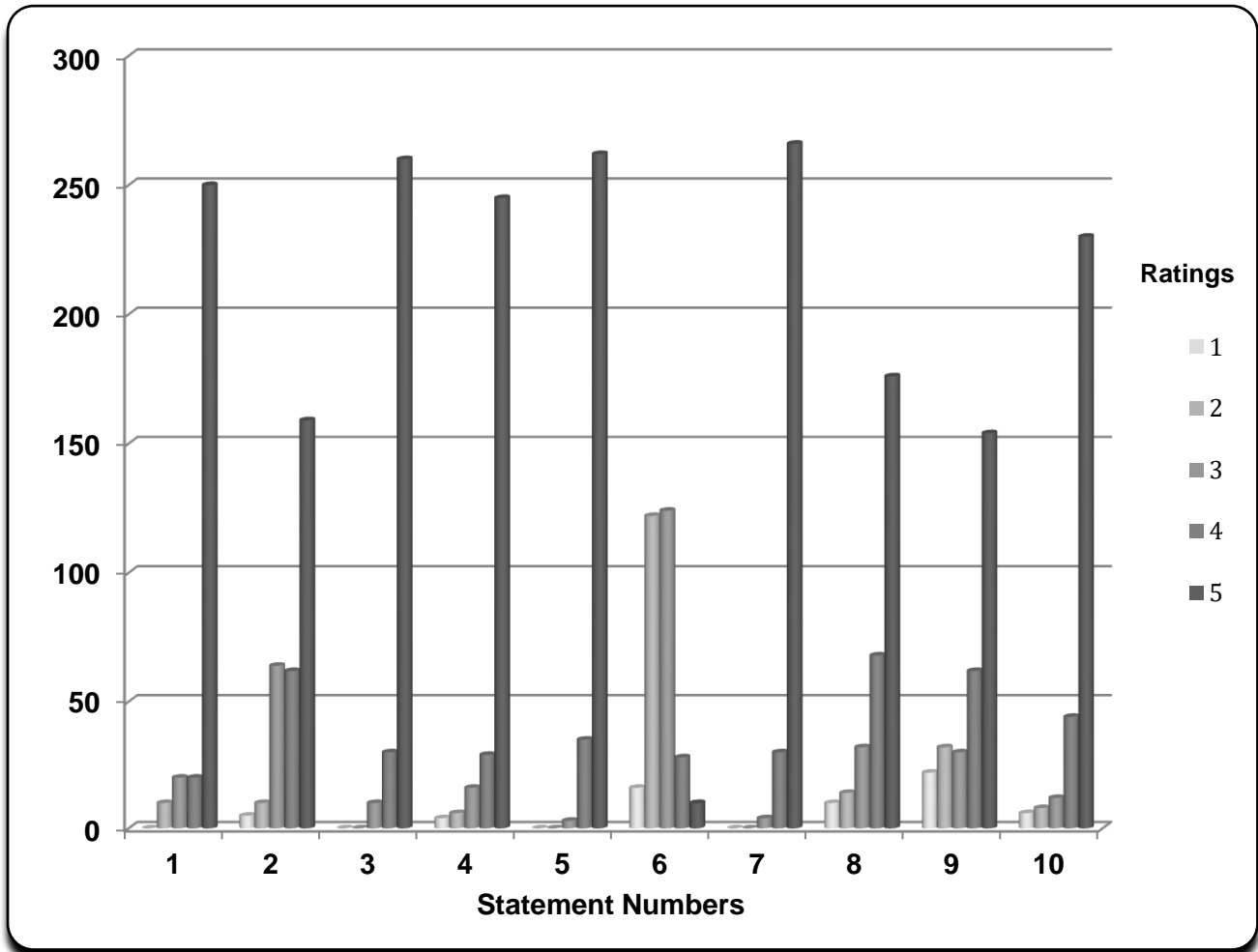
Annexure III

Table 2 - Survey Results

Total Number of Respondents = 300

No.	Statement	1	2	3	4	5
1	The current education system needs to be revamped.	0	10	20	20	250
2	Education today has become commercial.	5	10	64	62	159
3	There is need for value education.	0	0	10	30	260
4	Education needs to be practical and skill oriented.	4	6	16	29	245
5	The lecture method is outdated.	0	0	3	35	262
6	Technology has replaced the Teacher.	16	122	124	28	10
7	Teachers need to update themselves.	0	0	4	30	266
6	The current education system in India is very stressful.	10	14	32	68	176
9	Evaluation patterns need to be modified.	22	32	30	62	154
10	There should be more involvement of Industry in Education so there is no gap in expectations and the reality.	6	8	12	44	230

Annexure IV – Graph of Survey Results



POILE SENGUPTA'S PLAY 'SAMARA'S SONG': A CRY FOR TRUE DEMOCRACY

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Abstract

It is very normally believed that politics is about power. Politicking entails gaining or destroying power, execution or collapse of dreams and aspirations and making or breaking relationships. Power can bring out the best and the worst in a person. Politicians under the name of democracy fail to give fundamental human rights, civil liberties and security to life and property. Just only to be in the power they manage everything. Under the garb of democracy politicians become authoritarian. Many a time greed for power leads politician towards the pseudo-democratic system. The politics of language also accentuates the difference between the powerful and the powerless need critical attention. This paper is an attempt to point out how corrupt politicians influence, even media and history, to mute people of their rights. Poile Sengupta's play Samara's Song is essentially a political play. Do democracies, especially fledgling nations, actually uphold democratic principles? Is equality only a slogan, a remote ideal? Was Plato right when he said, 'democracy passes into despotism- cruel and arbitrary use of power'?' Such questions demand serious attention from the 21 century citizens.

Keywords : Indian writings in English, Drama, Politics, Power, Human Rights Violation, Democracy, , Conspiracy, Resistance.

It is very normally believed that politics is about power. As Harold Lasswell, a famous political scientist once put it; politics is the struggle over "who gets what, when, and how." (htt2) Politicking entails gaining or destroying power, execution or collapse of dreams and aspirations and making or breaking relationships. Power can bring out the best and the worst in a person. **Samara's Song** is basically a political play which explores the politics of governance and of human rights.

A political system is a framework which defines acceptable political methods within a given society. In monarchy or in dictatorship the power is under control of one single person, one single political party or one single authority. The authoritarian form of government has strong central power and gives limited political freedoms to its subjects. Juan Linz's influential 1964 description of authoritarianism characterized authoritarian political systems by four qualities: '(1)limited political pluralism; (2) a basis for legitimacy based on emotion; (3) minimal social mobilization; (4) informally defined executive power.' (Casper, 1995)

While, democracy is defined as 'a government in which the supreme power is vested in the people and exercised by them directly or indirectly through a system of representation usually involving periodically held free elections.' (Merriam-Webster Dictionary) In a way, democracy is based first and foremost on the principles of intellectual and political choice, the legitimacy of governments, freedom of speech and association, equality before the law and dialogue. (Singh) In democracy any citizen can aspire to political leadership. But when democracy is made politically a polite term for mob rule, the question of its legitimacy starts.

Politicians under the name of democracy violet the human rights only to be in the power. They manage everything just to be like the democrat but they don't care for the very principles of freedom of speech and expression, of transparent policies, of equality, etc. 'Plato rejected Athenian democracy.' (htt3) He feared that democracy might pass into despotism. Despotism implies dominance through threat of punishment and violence. It is a form of government in which the ruler is an absolute dictator, not restricted by a constitution, laws, or opposition. Many a time greed for power leads politician towards the pseudo-democratic system. It is a hegemonic party system: 'a relatively institutionalized ruling party

monopolizes the political arena, using coercion, patronage, media control, and other means to deny formally legal opposition parties any real chance of competing for power.’ (Ozden & Yilmaz, 2010)

Poile Sengupta (Ambika Gopalkrishnan) is a talented Indian women playwright in English. She has been a school teacher and a college lecturer. She has also carved out a niche for herself as a leading writer for children. Concurrently, she deals with other genres like fiction, short stories and poetry. She is an accomplished film and theatre actor and a member of the National School of Drama. She has written plays like ‘*Mangalam*’(1993), ‘*Inner Laws*’(1994), ‘*Keats was a Tuber*’(1996), ‘*Áliphá*’(2001), ‘*Samara’s Song*’(2007), ‘*Thus Spake Shoorpanakha, So Said Shakuni*’(2001), ‘*A Pretty Business*’(1998) and ‘*Collages*’(1995). As a citizen in a true democracy that Poile Sengupta questions the issue of a dictatorial democracy, conspiracy, inequality and suppression of human rights of free speech and articulation in ‘*Samara’s Song*’. It is about flawed and corrupt political leadership. It also shows that politics has its existence even in all relationships. Each character plays politics for personal reasons. Here politics takes shape of conspiracy. Even the historians do exhibit politics while recording the historical events. The political rulers are conspirators for powers. They are the suppressors of human rights of the people. For the drama of fake democracy Sengupta has set her story in an imagery land of Eos. It can be any land or nation of today with high aspirations for democracy and a properly elected government. The play is a layered exploration of tensions in political life. The narrative is multi layered in the construct of democracy. There are three types of groups one is of common people; the other is of bureaucrats; and the political leaders. The action also takes place at three places - in a street, in a government office and in a leader’s palatial residence. These groups speak according to their status. Populace use coarse plebian language, the officials use language of snobbery and the rulers’ language is entirely of the stratagem. The narrative interweaves the politics of language that further accentuates the difference between the powerful and the powerless. Another interesting thing about the characters is that they are given the names which have interesting sound effects and they are the names of the places: cities and towns in different parts of the world, such as Arrah, Mati, Samara, Ashti and so on, that are torn apart by the politics of the coloniser-colonised, State and Stateless and home and homeless.

The word ‘Samara’ in the title *Samara’s Song* is the Sanskrit word for war and disquiet. It is also the name of a town in war-torn Iraq. It is a name of the central character a 20-years-old girl, who is tongueless, who is a victim. She is a symbol of the powerless state and its people. Her song becomes the leitmotif to refuse to accept despotism for a just democratic rule. Samara’s ‘song is without words; her wailing notes speak of dry desert winds, of famine and thirst, of despair in the human heart. Sometimes her song turns into soft, tender, hushed, welling with mother’s love and hope’. (Sengupta, 2010, p. 288) Samara is a foil to Thandwai in many ways.

At the outset of the play Sengupta takes into misery of the people. They are facing severe economic crisis and the people are denied of basic necessities like sufficient quantities of clean water. Arrah, an urban underprivileged woman and the mother of Samara, with a fierce survival instinct makes a relevant statement on the lack of concern of the government. “This water is coming from heaven you think? This water government is giving. That is why it is coming in small, small miser drops...After three days water has come. When heaven gives it is coming ... like king’s pee.” (Sengupta 286)

The poor condition of the people is the result of a political instability in the state of Eos. The state is now under control of Thandwai, the iron fisted first lady. She is the second wife of the late president. She never comes on the stage but, she is felt only as an invisible voice ‘One gets reminded of Big Brother the enigmatic dictator in George Orwell’s novel *Nineteen Eighty-Four* and the imaginary nation Oceania, a totalitarian state, which keeps its citizens under constant surveillance by the authorities mainly by telescreens. Her frequent appearance on a portable screen could be a strategy to arouse fear, forge an image of elusiveness and project an image of infallibility and omniscience.’ (George, 2014, p. 343). As the widow of the deceased President, she has taken up the reins of the country in her hands. In her harsh voice she beguiles people. She woos that her beloved president, her husband, started a series of programmes for the people of Eos. In his prime time he was removed. So her heart has broken now and she dares not appear before the people. But in reality, she is power hungry. Under the cover of a prolonged mourning period for the death of its President she has postponed free and fair elections in the land. It is her politics, she tries to create emotional basis for legitimacy of her confinement. She says, ‘remember him, my people remember him who sought to wipe the tear from every eye, him for whom no

sacrifice was too big when it was for you... remember him, people of Eos, remember him, pray for him, for the easy resting of his soul.' (Sengupta, 2010, p. 291)

These are the tactics of manipulating people's opinion and creating her liberal image before the populace. The dangerous double face of politics is seen in the play. Thandwai's cruelty is known to people. People suspect that only Thandwai 'can cut tongue' (Sengupta, 2010, p. 292). She manages her misdeeds through her bureaucracy who are fatly paid to remain loyal to her. She buys off the unsuspecting Hamun by elevating him to a post in the civil service. With the help of media and propaganda by the state machineries she tries to build her credibility. But in reality the state of Eos is under great economical crisis. The top officials do believe that 'no investor will touch us with barge pole'. The citizens of Eos await the return of their beloved Prince Ashti. They believe that he would be able to contest and win the elections and thus restore peace and bring good fortune in the land. Thandwai though she doesn't want him back, orders for a grand welcome ceremony for Ashti.

Sengupta has introduced three historians - one blind, one deaf and the third mute in the play. The three physically challenged historians from an undetermined time and space chronicle the 'important events' that unfurl in Eos. In fact, they play the roles of a modified form of the Greek chorus and the Sutradhar. They are not just onlookers of the dramatic narrative but are also impaired and therefore biased and prejudiced in their recording of the country's history. Their records offer a comment on the abuse of power of the state by authority figures and the violent exploiter-exploited relationship. The blind man's question 'Is democracy born yet?' (Sengupta, 2010, p. 289) is remarkable. Since the time of Danae, a mythical figure of Argos in the Greek, the conspiracy for power is going on and even in new millennium under the garb of democracy it is going on. 'What's new about it?' (Sengupta, 2010, p. 289) says the blind historian.

Each character has his plot of conspiracy in the play. Some time they are blind, sometime they are deaf and some time they are mute about the conspiracy which is plotted against them. Gandava is recently released from the jail by Uri, a second top most rank officer in the government. He is ready to become a puppet, a scapegoat for their political conspiracy. He is ready to leave off his own language Kurubiri. Sabah is a 30-year-old unmarried daughter of Thandwai. She is too much greedy for political power. The mother is against her presence in the state governance. Gandava is chosen as a dumb, an insignificant servant, and a slave husband for Sabah by Hamun and Uri. They find in him 'a man of no address' (Sengupta, 2010, p. 296)

As the historian says 'conspiracies are all political ... the deepest conspiracies start in the family. ... Father against son, brother against brother... wife against husband.' (Sengupta, 2010, p. 310) Thandwai also agree on the proposal of marriage of Sabah with Gandava. Sabah knew that her mother killed her father and cut the tongue of Samara then a little servant girl. She has known the secrets of her mother that is why she blackmails her. She is all set to 'consume her mother if she could'. (Sengupta, 2010, p. 293) Thandwai offers her important place in the government as well as important roles of representation of government in media. She announces their engagement. Even she gives paid gossip news to print media in order to create an atmosphere of how she cares for her. 'Her engagement to this dark, handsome stranger was announced only a month ago. Remember him? Every inch a royal. A splendid closed face that gives nothing away, an air of touch-me-not class. And boy, a body to drool over.' (Sengupta, 2010, p. 323) But there is no reality in the news. Gandava is not at all a person of royal background. Sabah's game of politics rests on the feeling of betrayed love as the father loved male child Ashti and mother also loved the younger brother Deyeth.

Uri believes, 'Ashti has never let me forget my background ... often sneered at me in college', while Hamun was closer to Ashti.' (Sengupta, 2010, p. 326) Because of his middle class social background Uri had to assist Ashti and Hamun, while they were busily talking about their families, holidays and girls. Politicians, like Ashti, love masses because 'how easy it is to love the masses when you don't have to touch them or live with them or... smell them.' (Sengupta, 2010, p. 326) It is a noteworthy remark of Uri. It indicates the age old discrimination made by the higher class for the lower class people. The lower class is good only for lower works. This was something disliked by Uri, so he was plotting against Hamun and Ashti. Hamun who is honest to his people doesn't realize that "in the dark and mire of politics, one often grabs the wrong hand, mistaking it for an offer of help, of friendship." (Sengupta, 2010, p. 325)

According to the Universal Declaration of Human rights, freedom of expression is the right of every individual. The rights allow to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers. (George, 2014) In the play the distorted account of history stewards the world of Eos. Their comments fill gaps and link the dramatic events. Media is under the control of the politicians. Thandwai is basically an authoritarian lady. But because of international laws and media, she has to announce election for which she is not at all ready. She publishes or telecasts paid news only to set her political goals. The news of Thandwai's offer of friendship to her step son and announcement of election are all plots to settle vendetta of Thandwai. Blind man says, 'it is curious fact but true that all political plots carry with them some amount of publicity consciousness.' (Sengupta, 2010, p. 333)

Repression can also foster conspiracy which brews up towards the end of the play through a sudden explosion of repressed anger. The dynastic politics in the play starts a spate of violence. (George, 2014) Gandava realizes that he has been trapped. He is not in palace but in prison. He confesses before Arrah. 'I have lost everything ... Samara ... my eyes ... my ears ... my tongue ... what would I do? Tell me Samara ...' (Sengupta, 2010, p. 330). It is Mati who is in search of revenge against Samara tells Sabah '... she puts eyes on men. My man she stole. Your Prince ... he is...' (Sengupta, 2010, p. 333)

The historians naturally have the tendency to record in favour of the ruling class. The historians focus on recording court events, while they completely ignore the "Kurubiri" speaking people. The Blind Man ignores the presence of the people, 'I am telling you, these are not historically important people ... their words and actions don't have to be recorded.' (Sengupta, 2010, p. 313) The deaf man candidly admits that there is no representation of the poor masses in his ledger as the ink ran out. This turns out to be dangerous as the people finally grow into mob with a single idea. They revolt against a power-hungry regime that ignores their hunger and poverty.

The play gently speaks that what is apparent is not necessarily the truth. Thandwai announces election. Ashti, accompanied by the prince Ruak – Gandava, is to address election rally. People are very happy that finally their beloved prince has come who will be their savior. But the plan is executed and he is killed by cruel hands just as he was starting what would have been a magnificent career in the service of his country. Hamun Krabi in his attempt to save the Prince is also murdered.

Democracy empowers people. It is for the people, by the people and of the people. But in the play there is a fake democracy which is nothing but dynastic rule of one family. Thandwai and Sabah control everything. They have made people emasculate. In their hand democracy has become just 'a whore ... a lady ... a genteel, bloodless lady who sleeps with the king and flirts with the factory worker and the tradesman and the ...' (Sengupta, 2010, p. 340) They have silenced the people. Blind Man asks, '... where are the people? You tell me that where are they? Can you hear them? I can't ... they are blind also ...' (Sengupta, 2010, p. 339)

Masses have tendency to ask different questions. It is now known to people that Wokha has killed Ashti and is now a rich man. They also see that Gandava has reached the high place. Wokha and Gandava both are friends. The whole suspicion of Ashti's murder is now on Gandava and on Sabah. The people rise up in revolt against the treacherous and villainous rulers. The blind man poses a few questions. "When do the masses suddenly rise up and storm the Bastille or the palace or the nearest police station? No historian can actually separate the facts from the chaff, from the dust, from the grain... What starts as a whisper, a lilt of a rumour gradually, inexorably turns into a storm, a whirlwind, a cyclone with no centre, a howling mob with one red eye.' (Sengupta, 2010, p. 344) The masses rise against tyrannical powers and seem to have lost their earlier disabilities.

Thandwai is poisoned by her own daughter Sabah, while Sabah is killed by the mass. Mati kills Samara. Mati killed by Arrah. *Samara's Song* is silenced forever as she becomes a silent victim to the cruelty of Sabah. Gandava enters the stage with Samara's body singing a song of his shattered dreams for Samara. Her innocent wailings, which echoed through the drama, reverberates with a question. 'Does it stop power gambling? The taste of power is salty like tears. The smell of power is ferrous, like blood.' (Sengupta, 2010, p. 345) The play ends on a note of chaos but with anticipations for a change. Only Deyeth is spared.

Liberty is ensured only through resistance. Struggle may be peaceful as in Gandhian Non Co-operation or violent as in French Revolution. As Woodrow Wilson, the former US President maintains

“The history of liberty is a history of resistance. The history of liberty is a history of the limitation of governmental power, not the increase of it”. (Wilson & Link, 1978, p. 124) The playwright Poile Sengupta with stupendous ease combines these various issues in poetic language and riveting dialogue. The conflict she creates in the play is obvious. The play gently speaks that what is apparent is not necessarily the truth. One should not be blind, deaf and/or mute against the repressors of the democratic values.

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THE CONSTANT AND COMPLETE EVALUATION EDUCATION

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Abstract

It is recognized that India needs to strengthen its capacity and innovation to able to respond effectively to the development of knowledge society and to become more competitive in economic and social terms. Creativity and innovation are becoming increasingly important for the development of the 21st century knowledge society. Education is seen as central in fostering creative and innovative tools and techniques. Basically teaching must include two major components sending and receiving information. The use of innovative methods in educational governance and galvanize the effort to achieve the human development goal for the country.

This paper provides an overview of the theoretical foundation for innovative educational tools and techniques in the context of maxims of teaching, CCE, multimedia learning process, mind map, teaching with sense of humour, mnemonics words, role playing and scenario analysis, team teaching, symposium, seminar, workshop, conference smart classes, and language lab etc. which, in global scenario, are enumerated as the encouraging tools and techniques for the development of pupils' and students' creative and innovative potential. This paper also develops the notions of "creative learning and innovative teaching." Creativity has been defined as a product or process that shows a balance of originality and value. It is a skill, an ability to make unforeseen connections and to generate new and appropriate ideas. Creative learning is therefore any learning which involves understanding and new awareness, which allows the learner to go beyond notional acquisition, and focuses on thinking skills. Therefore innovative teaching is a process leading to creative learning, the implementation of new methods, tools and contents which could benefit learners and their potential.

INTRODUCTION:

Education is a light that shows the mankind the right direction to surge. The purpose of education is not just making a student literate but also rationale thinking, knowledge ability and self sufficiency which are present in child in dormancy state. In this concern Swami Vivekananda has rightly said... "Education is the manifestation of perfection already present in man".

If education fails to inculcate self-discipline and commitment to achieve in the minds of students, it is not their fault. We have to convert education into a sport, and learning process has to generate interest in the students and motivate them to stay back in the institution than to run away from it. Education should become a fun and thrill to them rather than burden and boredom. It is an integral part of their growth and helps them become good citizens. Education is an engine for the growth and progress of any society. It not only imparts knowledge, skills and inculcates values, but is also responsible for building human capital which breeds, drives and sets technological innovation and economic growth. Knowledge and innovation are seen as the beating heart of Indian growth. Transversal skills such as problem-solving-self-management or analytical skills are the back bone of new skills for new job. The provision of new basic skills has been identified as a priority from pre-school age to post retirement (EC 2001-2002).

What a person perceives through his senses becomes his world of awareness. Methods of learning, therefore, are to be evolved in such a way that can stimulate the senses of individuals. The methods may stimulate one sense or more than one sense at a time. The teacher have to plan which methodology and stimulating techniques are to be adapted to suit to varying target groups. Development of techniques that stimulate the individual's senses and accelerate the process of learning and their use in teaching can be

termed as educational technology. The word 'technology' has evolved from Greek word 'tech' whose meaning is 'skill' or 'art'. That means technology is an art or skill to use various techniques, tools or machines. According to Webster's dictionary, technology is that "branch of knowledge that deals with industrial arts and sciences." Sometimes the term 'technology' is understood as synonymous as to the mere use of machines, which is not correct interpretation. It involves a body of methods for the application of scientific knowledge to deal with practical situation. The term 'educational technology' has emerged from the concepts from behavioral sciences and includes "development, application and evaluation of systems, techniques and aids in the field of learning." Heinich, et. Al., defined educational technology as "the application of our scientific knowledge about human learning to the practical tasks of teaching and learning."

Educational technology relates to overall education i.e. covers all aspects of education and learning.' Sarva Shiksha Abhiyan' introduced by the Government of India can be implemented only if education expands quantitatively and qualitatively. Technology facilitates such expansion. Through technology, education not only can reach to all, but can also contribute to significant qualitative improvements in instructions. Education technology can be used for all types of educational programmes, for all types of people and for all types of areas. It can cater to the needs of specific regions, specific target groups coming from varying cultures and for small children to adult learners. Education has to adjust itself with the changing perspectives, needs and demands in the present scenario of globalization era. In this concern reasonable and effective application and implementation of 5 Ms- machine (bringing innovations to education to generate curiosity to learn more and more), material (various types of materials as- toys ,story books, games, CDs, poems, films, etc. to teach specific topics meaningfully), media (including paper media as well as electronic media to stimulate multiple senses of the students), men (active involving of the personnel in the process of education) & methods (including processes of tools and techniques to provide answer to the question – 'how to teach'? play major role to vitalize the educational technology in order to establish a healthy and harmonious adjustment maintaining the quantity of education with the quality of education in the age of globalization.

INNOVATION:

Change is the law of nature. So, under the universal law of change, with the needs of time a number of changes in teaching-learning process are naturally must under which different methods, strategies, tactics, tools and techniques are applied to transfer the knowledge to the students. Innovation is a new thing or a new method of doing something introducing new ideas in order to promote originality in a better way for the betterment of the human being.

TRADITIONAL TEACHING LEARNING PROCESS: In the traditional context, the teacher is the sender or the source, the educational material is the information or message, and the student is the receiver of the information. Mostly, the teacher delivers the content via the "chalk & talk" method to the entire class emphasizing factual knowledge. Thus, the learning mode tends to be passive and the learners play little part in their learning process, in the resultant, students assume a purely passive role and their concentration fades off after short span of time.

- Some limitations which may prevail in traditional teaching learning process are...
- "Chalk & Talk" teaching method is "one way flow" of information.
- Teachers often continuously talk till a long duration without knowing students response and feedback.
- The material presented is only based on lecture notes and textbooks.
- Teaching learning process is concentrated on "plug and play" method rather than practical aspects.
- The handwriting of the lecturer decides the fades of the subject.
- There is insufficient interaction with students.
- More emphases is given on theory without any practical and real life time situation.
- Learning from memorization but not understanding.
- Marks rather than result oriented.

MAXIMS OF TEACHING:

Maxims of teaching play an important role to make the learners more active and alert in teaching learning process. They are helpful in making learning effective, interesting and meaningful. Let's have a glance over the maxims of teaching -

- **Known to Unknown:** Learning does not occur in vacuum so new knowledge is linked up with previous knowledge.
- **Simple to Complex:** Under this maxim the things are categorized on the basis of difficulty level. The teacher conducts the teaching learning process having the sense that simple and complex both should be well understood from the pupils stand point and outlook.
- **Seen to Unseen:** According to this maxim first of all the present knowledge is imparted to the pupil and then regarding past and future.
- **Indefinite to Definite:** Usually children have mosaic ideas which are settled by the teacher meaningfully in order to proceed towards right direction to make them definite and clear. This maxim suggests that every word and idea presented should stand out clearly in the child's mind as picture.
- **Concrete to Abstract:** In this concern things are shown first and then elaborate the abstraction i.e. "things first and words after".
- **Particular to General:** This maxim indicates that the teacher should follow the teaching learning process from examples to rules.
- **The rules of arithmetic, of physical geography, of grammar and almost of all sciences are based on the principle of proceeding from particular instances to general rules.**
- **Empirical to Rational:** Empirical means gaining knowledge through sensual organs. Observation and experience are the basis of empirical knowledge in which the children are given opportunities to have experience & observation to build up rationale thinking.
- **Whole to Parts:** This maxim tells that whole is more meaningful to the child than the parts of the whole. According to the Gestalt Psychologists we first perceive the object as a whole and then its parts.
- **Psychological to Logical:** Logical approach is related with sequential and gradational style where as psychological approach looks at the pupil's nature, behavior, traits, tendencies, qualities, capacities etc. For example the modern way of teaching any language is by following the order of listening, speaking, reading and writing is purely psychological where as the previous way of teaching the language by emphasizing letter, words, sentence etc. are logical.
- **Near to Far:** This maxim is concerned with acquainting the children with their immediate environment first because they learn well in the surroundings they live. Gradually they may be taught about things which are away from their immediate environment.
- **Analysis to Synthesis:** This maxim suggests the teacher to break down the complete whole into parts.
- **Encouraging Self-Study:** The learners should be encouraged and motivated frequently to read by themselves at their own pace as an essential part of their routine life in order to update with the rapid changing scenario of the world.

INNOVATION IN TEACHING LEARNING PROCESS THROUGH TOOLS & TECHNIQUES: Basically the standard of education depends upon the standard of teaching learning process which is changed according to changing needs and demands of the society and the nation in the sense of globalization. The present era is the era of technology as in the most of the fields of life technology is being applied in innovative way with demanding tools and techniques. So how education can be untouched with the above said fact of technology? Here, we shall discuss on some important innovative tools and techniques in education.

Scholastic Aspects:

Curricular Areas: Techniques of Evaluation

Written Examinations

Oral Examinations

Practical Examinations

Tools of Evaluation

Question Papers

Unit Tests

Projects

Surveys Periodicity of Evaluation

Twice in an Academic Session

Coverage

For all Students

Non-scholastic Areas:

Health Status Techniques of Evaluation

Height in relation to age, Medical Check-up

Weight in relation to height, Observation by the Teacher

Chest expansion,

Eyesight , Hearing.

Tools of Assessment

Height and weight charts, weighing

machine, measuring tapes

Periodicity of Assessment

Twice in an Academic Session

Coverage

For all Students

Personal and Social Qualities Techniques of Evaluation

Regularity, Punctuality, Discipline, Observation

Habits of cleanliness, Initiative, Tools of Evaluation

Co-operation, Sense of responsibility, Anecdotal records, Rating Scale

Diligence, Civil Consciousness, Periodicity of Evaluation

Spirit of Social Service. Twice in an Academic Session

Coverage

The first four personal and social qualities to be assessed in respect of all students and the rest only when evidences are available.

Interests

Literary Interests * A student may choose only one Recitation, Debates, Creative writing, activity from any one of the areas of Extra Reading. interest for being evaluated, though Scientific Interests he may participate in as many Exploration, as he likes.

Experimentation, Science Club Activities.

Cultural Interests *A student is to be rated on all identified attitudes.

Music, Dance, Dramatics. *On values a student will be evaluated only when evidences are available.

Artistic Interests *In regard to co-curricular activities Games & Sports are to be compulsory

Drawing, Painting, Sculpture, for all students and they will be rated Artistic Embroidery. on any one of them selected by the student. In addition a student can choose any one other activity for evaluation available in school for being rated.

Attitude

Towards teachers, A student could participate in

Towards school-mates, additional activities other than those

Towards school programmes, selected for evaluation. While these

Towards school property. will not be rated, his participation in

them will be indicated in the certificate.

Values

Dignity of labour, honesty, Courage.

SMART CLASS:

Smart Class is comprehensive solution designed to assist teachers in meeting with their day to day classroom challenges and enhancing students academic performance with simple, practical and meaningful use of technology. It provides teachers with instant access to multimedia content and instruction materials mapped exactly to the specific curriculum guidelines for use in class. It also enables teachers to instantly assess and evaluate the learning achieved by their students in class with innovative use of technology. It is also highly efficient in maintaining student's interest and engagement in learning inside the classroom. Smart Class simplifies the problems of teaching abstract curriculum concepts that are difficult for students to visualize or relate to through the provision of three dimensional interactive multimedia modules. The well designed modules allow a student to visualize the concepts much better than static images or oral instruction and hence improve learning greatly.

Objectives of Smart Class:

- Cost effective and long term programs.
- Audio-Visual Demonstration to understand the requirements.
- Simplicity and Effectiveness of our programs.
- Education with the help of entertainment.
- To increase the attendance of students.
- To make education comfortable and understandable.
- Reduce pressure from teachers.

MULTIMEDIA LEARNING PROCESS:

"I hear and I forget, I see and I believe, I do and I understand."...Confucius. Multimedia is the combination of various digital media types such as text, images, audio and video into an integrated multi-sensory interactive application or presentation to convey information to an audience. Traditional educational approaches have resulted in a mismatch between what is taught to the students and what the industry needs.

Currently many institutions are moving towards problem-based learning as a solution to producing students who are creative and can think critically, analytically, and solve problems. Traditional approaches do not encourage students to question what they have learnt or to associate with previously acquired knowledge (Teo & Wong, 2000), problem-based learning is seen as an innovative measure to encourage students to learn how to learn via real-life problems (Boud & Felletti, 1999).

The teacher uses different media elements to represent the content material in a more meaningful way by modifying it. These media elements can be converted into digital form, modified and customized for the final presentation. By incorporating digital media elements into the projects, the students are able to learn better since they use multiple sensory modalities, which would make them more motivated to pay more attention to the information presented and retain the information better. There are many multimedia technologies to bring meaningful innovation in teaching learning process. These technologies include Adobe Photoshop and Premier to create edit graphics and video files respectively, Sound Forge and 3D Studio Max to create and/or edit sound and animation files, respectively.

MIND MAP:

Mind maps were developed in the late 60s by Tony Buzan as a way of helping students make notes that used only key words and images, but mind map can be used by teachers to explain concepts in an innovative way. They are much quicker to make and much easier to remember and review because of their visual reference different elements of the map.

Mind maps are also very quick to review as it is easy to refresh information in your mind just by glancing once. Mind maps can also be effective mnemonics and remembering their shape and structure can provide the cues necessary to remember the information within it. They engage much more of the brain in the process of assimilating and connecting facts than conventional notes.

The key notion behind mind mapping is that we learn and remember more effectively by using the full range of visual and sensory tools at our disposal. Pictures, music, color, even touch and smell play a part in our learning armory will help to recollect information for long time. The key is to build up mind maps that make the most of these things building on or our own creativity, thinking and cross linking between ideas that exist in our own minds. Mind mapping brings high impact on the minds of the students as it creates clear understanding improving innovative thinking.

TEACHING WITH SENSE OF HUMOUR- "HUMOUR AN EFFECTIVE MEDIUM OF TEACHING"

Everyone loves a teacher with an infectious sense of humour. Looking at the lighter side of life not only fosters cordial relations between professors and students, but also provides welcome relief while trying to follow a there is hope for progress in any field of life. Teaching is a challenge. Learning is a challenge. Combining both effectively is a challenge. Being humorous is a challenge. However, laughing is easy. We are convinced both by experience and research that using humour in teaching is very effective tool for both the teacher and student as it strengthens the relationship between students and teacher, reduces stress, makes a course more interesting and if relevant to the subject, may even enhance recall of the material. Humour has the ability to relax people, reduce tension, and thereby create an atmosphere conducive for learning and communication. Numerous studies in the field of advertising have noted that humour is the most effective tool for enhancing recall of advertisements.

It is easy to create a humour in the classroom by reading books of jokes and to listen to professional comics. The students should be encouraged to take notes, specially to learn about the professionals' use of such techniques as exaggeration, pauses and timing. Observe reality and exaggerate it-much humour lies in observations about real life and truthful situations. In conclusion, humour not only plays an important role in the healing process but is also very important in education.

MNEMONIC WORDS: WORDS-WORDS APPROACH:

A mnemonic is a word, short poem, or sentence that is intended to help us to remember things such as scientific rules or spelling rules. Here the teacher is not supposed to talk on a particular concept for a quite long time. But to make it clear to the student he can just go on saying mnemonics or its associated meaning in words. Here he goes on saying only words instead of sentence, and once they to a basic understanding of the meaning of a particular concept then the teacher will explain in sentences. In teaching language courses this technique can be used as an effective medium by the teacher to develop word power. For example, 'i before e, except after c' is a mnemonic to help the students to remember how to spell words like 'believe' and 'receive'.

ROLE PLAYING & SCENARIO ANALYSIS BASED TEACHING:

Role playing and scenario analysis is mostly used in organizations that try to analyze a problem pertaining to the organization, and this is also used in management institutions. But the similar kind of practice can be tried in other organizations too like science these practical if students are given a scenario and other options to solve a particular issue, then the students are exposed to decision making in a given environment.

ACTION RESEARCH

In the field of education, research aims at solving the problems in teaching or in making the process of education effective and efficient. Educational research can be classified into two parts. One is fundamental research that aims at expanding the horizons of theoretical knowledge about the concept and process of education. Another type of educational research is action research or applied research. The concept of action research in education is relatively new and has been initiated by Stephen M.Corey. he defined this term as "a process for studying problems by practitioners scientifically to take decisions for improving their current practices" (1953). The action research—

- Relates to study of the local and immediate problem, which leads to quick decision in scientific manner to overcome the problem.

- Relates, in the educational setting, to evolving methods for improvement in the teaching process in the school or in the class.
- Is flexible, data may be collected through observation or teacher made tests.
- Involves simple procedures of data analysis.
- Has a narrow scope in a school situation.
- Is self evaluative and a continuous process.

The canvas of action research in a school is very vast. Some of the issues may be as follows:

- Improvement in teaching technology.
- Motivation of students in learning.
- Dealing the cases of indiscipline, truancy, stealing, aggression, etc.
- Modifications in study habits of students.
- Improvement in memorization techniques.
- Dealing with late-comers.
- Motivate students to do their homework properly or improve the grades.
- Adjustment problems of students in the school.
- Dealing with sex-related matters.
- Use of leisure time.
- Dealing with the problems of children with special needs.
- Handling parents.

STEPS OF ACTION RESEARCH:

Any action research project should answer the questions of Why? What? Where? Who? How? These involves the following steps:

- Identification of Specific Problem.
- Analysis of the Problem.
- Action Hypotheses.
- Designing of the Study.
- Evaluation of Action Programmme and Findings.
- Conclusion and recommendations.
- Report Writing.

STORY TELLING:

Story Telling is an ancient indirect method of teaching which is not only entertaining but also helping the children in learning about various things. A story used to be narrated and the children would be asked to find out the moral conveyed by the story. Taking the clue from this ancient tradition, schools are nowadays trying to teach through this method. The method is not only effective with small children but also with older children as everybody likes to hear stories. It is an impressive technique to enrich the children with morals and ethics.

EXCURSIONS:

Another new technique of teaching is taking children on excursion tours to areas relevant to teach a topic or provide a first hand experience to the students. These educational tours can be to some museums for history lessons, work places to give an idea about world of work, tribal areas to study their culture and living patterns etc.

PHOTO LANGUAGE SESSIONS:

In this technique, some photographs and pictures are placed and students are asked to express their feelings, ideas and thoughts. Photographs are collected on a topic of the subject and displayed. The photos should be shown for a fixed time only either trough projector or could be circulated among groups of students one by one and they should be asked to react. They can note down their thoughts after seeing the photos.

BRAIN STORMING

Brain- storming sessions are organized to stimulate the thought process among the students through posing a question, telling about a situation and asking the students to react, showing a thought provoking film and discussing it. Brain- storming makes a monotonous class active and participative. For example, if the teacher wants to plan an educational trip, students can be asked to give their ideas on where, when and how to go. The students would start thinking and come up with several ideas. These ideas can be written on the chalkboard by the teacher and discussed. Relevant ideas can be adopted and sequenced. Such brain storming sessions can be organized for teaching certain topics of the subject also. These are beneficial where opinions on certain issues are to be obtained.

TEAM TEACHING:

First of all team teaching was applied in 1955 in Harvard University of U.S.A.; later on Prof. Francis Chase of Chicago University used team teaching for making the teaching more effective. In 1960 J. Freeman of Britain developed it further. This device is being used in many countries of the world; so far as India is concern, it is used as experiment. It is also known as group teaching; because in it two or more teachers make plan regarding teaching with mental efforts to make teaching affective and influential, they implement the plan and evaluate at the end. Team teaching has been explained in Dictionary of Education (P.590) as, "The Team-Teaching is a type of instructional organization involving teaching personnel and the students assigned to them, in which two or more teachers are given joints responsibility for all or a significant part of the instruction of the same group of students, the team may include such assistants as auxiliary aids or student- teachers". It is basically based on Pragmatism in which individual differences with peculiar skills are integrated in order to transfer important content for the students in a better way meaningfully. This device is considered as covering all the three domains-cognitive, affective and psychomotor representatively, which is useful and helpful for both-the teachers and the students.

SEMINAR:

"Seminar is an instructional technique common in but not limited to higher education in which a group of students engaged in research or advanced study meets under the general direction of one or more leaders for a discussion of problems of mutual interest". It is latest technique of teaching. In it every member participates to present his individual achievements or he expresses his thought regarding any big project. It develops the tendency of free and original thinking in students enabling them to evaluate any problem or topic with clear and rational views. It trains the students for delivering lecture.

SYMPOSIUM:

According to Dictionary of Education (P.579), "Symposium is an instructional technique in which two to five persons qualified to speak with authority on different phases of the same topic or on closely related topics present a series of related speeches". Every student- member who participates in symposium is expected to put his rational views to discuss the topic or problem by reading the paper or article aloud. There after the audience-students are told to furnish additional information about the problem or topic and by asking questions related to the topic they may satisfy their quest. The students put their doubts and suspicions regarding the topic and the teachers convince them. The students acquire deep and knowledge with it. It develops their mental power inspiring them for self-help.

16. **WORKSHOP:** Workshop is organized for discussion of different aspects of constructive and practical problems. The students discuss together or work directly to find out remedy of any problem. In this device learning by doing comes in existence and so psychomotor domain play an important role to make the learning permanent. This technique is very useful for the students of higher classes. It develops independent thinking of the students promoting their self-confidence and individual skills. This technique also develops mutual co-operation and sweet relations among students, which is helpful for the development of personality of students.

CONCLUSION:

Adoption of appropriate educational technology makes the process of teaching and learning faster and more interesting and, therefore, more effective over time, scientific knowledge about the learning process keeps expanding, which leads to more technological advances in the field of education, and adopting the latest technologies contributes to the effectiveness of education. Apart from this generalization, the need for selecting the right technology environments, intellectual differences among the learners, access to resources imperatives of spreading education rapidly, etc.

The analysis reveals some of the suggestions that teaching community can practice in the classroom. Ultimately the teaching people are satisfied when he could reach the students community with his ideas and views. So teaching depends upon successful mode of communication and innovation though we mean the changes that we propose to be include in our medium of communication or even inclusion of some other elements in communication information.

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E GOVERNANCE AND LIBRARIES INFORMATION TECHNOLOGY

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Abstract

The state of Himachal Pradesh has been blessed with an enormous potential of IT. Himachal Government has chalked out a policy, heralding its benefits for its citizens and for the state as a whole. Although, the state is categorized as an "Expectant" (L3 level) in terms of e-Readiness index (Source: e-Readiness Assessment Report, 2008), the state has tremendous potential to make it to the top notches in the field of e-Governance. This can be construed from the nine National Awards which the state has received for its consummations in the field of e-Governance. Himachal Pradesh Society for Promotion of IT& E-Governance (SITEG), the implementing agency of e-governance projects in Himachal Pradesh, instigated a number of projects in the state. Apart from various projects like e-Procurement, e-District, Human Resource Management System (HRMS), Management Information System (HMIS), HIMSWAN, and Grievance Redressal System, various core ICT infrastructure projects like Integrated Community Service Center (i-CoSC) or SUGAM, Himachal Pradesh State Data Center, Secretariat LAN and Hi-Tech City & Software Technology Park are in the process of implementation. Himachal Pradesh State Wide Area Network or HIMSWAN is being implemented in the state in two phases. Another project called Integrated Community Service Centre (i-CoSC), is an enlarged version of the CSC and will be implemented at a much larger scale. On completion, this project aims at providing single gateway for all citizen related services. Himachal Pradesh has been conferred many awards for its commendable initiatives in e-Governance.

Keywords : Mutual funds, Portfolio Management, Risk and Return, Right choice of funds.

Introduction

'Success is a Journey, Not a Destination'.

This is applicable to government also. Every government attempts continuously to bring maximum benefit and happiness to majority of its citizens. If the government takes recourse to electronic means in delivery of public services, then no wonder, it becomes easier and this process of the government is nothing but e-Governance. But the success or failure of the e-Governance has created a digital divide. The developed countries have taken the full opportunities of e-Governance. This paper tries to analyze the e-Governance initiatives taken by state Govt. of Himachal Pradesh and the role of libraries.

"The state government would implement a comprehensive program to accelerate e-governance at all levels of the government to improve efficiency, transparency and accountability at the Government-Citizen interface." Hon'ble Prime Minister's Declaration on Independence Day, 15th August, 2002. India has been harnessing the benefits provided by the Information & Communication Technologies to provide integrated governance, reach to the citizens faster, and provide efficient services and citizen empowerment through access to information. The aim is to redefine governance in the ICT age to provide SMART Governance. Several significant initiatives have been taken at the Centre and the State level in this direction. At the Central level, the government has extensively promoted the use of IT in managing its internal processes and has drawn up a 'Minimum Agenda of e-Governance.' Further Ministers / departments have provision of 2 to 3 percent of their annual budgets to be spent on IT related activities. The government has enacted IT Act 2000 which provides legal status to the information and transactions carried on the net. Several State Governments have also taken various innovative steps to promote e-Governance and have drawn up a roadmap of IT implementation and delivery of services to the citizens on-line.

Definition of E-Governance

E-governance is an emerging trend to re-invest the ways the government work and a new model of governance would be based upon the transactions in virtual space, digital economy and dealing with knowledge oriented societies.

In simple words it is the application of ICTs to governmental functioning to accomplish simple, accountable, speedy, responsive and transparent administration in government. But, E-governance doesn't mean mere computerization of all government office operations or government web-sites on the internet. With the new tools, a networked society's government must completely rethink and re-engineer itself. It is complete transformation of the existing style. Although conventionally the prefix 'e' suggests that an activity is electronic but 'e' also denotes efficiency, effectiveness, empowerment, economic- social development and enhanced services.

E-governance is the public sector's use of information and communication technologies with the aim of improving service delivery, encouraging citizens in the decision making process and making government accountable, transparent and effective (UNESCO,2010)

E-Governance Model

The present model of e-governance doesn't aim to reduce the role of government in the life of citizens but to serve them more timely and efficiently. Now it is the government, which tries to adopt itself to the life of a citizen particularly the under privileged as against the traditional model, which is just the opposite of it. The emphasis is to make the user in charge of affairs and in command of situation. The government's role is to be limited as facilitator only.

Objectives of E-Governance

The objectives of e-governance are to enhance efficiency, provide total transparency, high responsiveness, accountability, convenience and accessibility of services and information from the point of view of citizens. From governments perspective it is to abolish corruption, cut in costs, an antidote to 'Parkinson's law' i.e., "works expands to fulfill available". Instant quick reactions in time crisis, easy access to data bases for officials as well as keeping an eye on subordinates and availability of services to public anytime, anywhere.

In fact the purpose of e-governance is to develop "an IT driven system of governance that works better, costs less and is capable of serving the citizens as never before". It is to promote good governance and democracy by ensuring participation of and feedback from the public and making the administration SMART (simple, moral, accountable, responsive and transparent). The purpose of this study was to identify the E-Government related information at the library and to identify current library E-Government practices in Himachal Pradesh in order to provide practical guidance to public libraries to meet the needs of the local community members they serve.

Role of E-Governance

Network technology has made virtual reality possible, wherein a person can work sitting at home; moreover, in all information processing systems, communication and interaction are facilitated. The application of ICT has been found to be highly useful in governance, which is known as e-governance, or electronic governance. It plays an important role:

- Increase efficiency by automation, computerization and networking.
- Supports effective decentralization decision-making by providing an efficient information flow.
- Increase accountability of public services to agencies to citizens.
- Improves resource management.
- Offers the various departments and agencies involved in public service provision, the facility of effective interface with the citizens.
- Increase the accessibility of individual citizens to information and services and allow them to influence government operations.

- Provides comprehensive database which helps policy makers to design, formulate and evaluate policies.
- Facilitates the strategic planning processes which help organization to clearly lay down the objectives, goals, programmers' and projects.
- Enables reduction of paperwork with the use of e-mail and electronic data interchange.
- Enables marketization by supplying information related to the market and enhance public service.

E-Governance Infrastructure Projects in Himachal Pradesh

HIMSWAN

Himachal State Wide Area Network or HIMSWAN is the core infrastructure project under NeGP that intends to support various e-Governance initiatives in Himachal Pradesh by providing connectivity to Government Offices and Integrated Community Service Centers at State, District, Sub-Divisional, Tehsil and Block headquarters in the state. By implementing HIMSWAN, the State Government aims to modernize the communication infrastructure in the state so as to provide consistent network for G2C, G2E, G2B and G2G interfaces. The State Government through its agency Society for Promotion of IT and e-Governance (SITEG) endeavors at facilitating implementation and provide horizontal connectivity to various Government Departments.

The HIMSWAN project has been divided into two phases: HIMSWAN I and HIMSWAN II. Under the HIMSWAN-I, a Local Area Network with 600 nodes has been established in HP Secretariat. The budget spent for the first phase is Rs.1.55 crores. The network has been functioning smoothly and Referencing Monitoring System has been implemented on this network. The network has also been connected to Internet.

The HIMSWAN-II project proposal has been approved by the Ministry of IT, Govt. of India. It has sanctioned Rs 50 crores and released first installment of Rs 10 crores. In this project HP Secretariat, Departments, District, Sub-divisional and tehsil offices will be linked with one another for immediate availability of data for queries and reports.

Various applications which are being run over HIMSWAN include Online HRTC Bus Reservation, SUGAM (Integrated Community Service Centre) bills payment, e-Registration for Electoral rolls, Factory database for Labour and employment, HP Public Service Commission, Online registration for HP Judicial Services Examination, Court Case Monitoring Software for Divisional Commissioner office, Weekly prices of essential commodities and many more.

By bringing Government departments closer to the masses, quick grievance redresses, facilitating expert advice to farmers and villagers, facilitating various applications like E-mail, file transfer, broadcast and data communication, extensive video and tele-conferencing facilities, intranets, electronic data interchange services, value added networks etc. , SWAN proposes to benefit all segments of the society.

State Data Centre

In order to consolidate the G2G, G2B and G2C services, the State Data Centre project has been proposed under NeGP. These services can be rendered by the States through common delivery platform seamlessly supported by core Connectivity Infrastructure such as State Wide Area Network (SWAN) and Common Service Centre (CSC) connectivity extended up to village level. In the case of Himachal Pradesh, the RFP of the project is under review and finalization by DIT/State.

State Portal and SSDG

Under NeGP, the Government desires to create an integrated information infrastructure that will expand, integrate and enhance the utility and reach of the services provided by the Government by utilizing the network of the Common Service Centres. In order to provide single interface for all the G2C services, the

State Portal (SP) along with State Service Delivery Gateway (SSDG) are being developed in the Himachal Pradesh.

The State Portal of the Himachal Pradesh has been developed by the State NIC unit. It captures and provides comprehensive information about the state, State Government and its respective Departments. One can also avail many e-services through the portal that includes RTI Search, Online bill submission, downloadable forms for Birth certificate, Ration Cards, Vehicle registration etc., and links for schemes like Lok Mitra and AGMARKNET etc.

Currently, the SP and SSDG project is in its implementation stage. Detailed Project Report for the implementation of the e-forms on state portal and SSDG project has been approved. KPMG has been chosen as consultant for the implementation of the project in the state.

Community Service Centers (CSC) or LokMitra Kendras

With an objective to develop a platform enabling Government, private and social sector organizations to align their social and commercial goals, especially for the benefit of the rural population in the remotest corners of the country through a combination of IT-based as well as non-IT-based services, a total of 3366 Common Service Centers have been sanctioned by the Government of India to be setup in Himachal Pradesh. Integrated Community Service Centre (i-CoSC) which is an enlarged and improved version of the "LOKMITRA" project (a pilot in Hamirpur District), is being setup in the state providing one-stop shop information resource and service center for the people ensuring greater transparency, effectiveness, neutrality, responsibility and speed.

Various services offered by the LokMitra Kendras include Land Records, Employment exchange services (Job Portal), Electoral services, Registration for pension schemes, RTI, Public Grievances (Lokvani / Lokmitra mode), Issuance of Himachali Domicile, Caste and Agriculturist Certificates, HRTC / Railway Booking, all Government forms, AGRISNET Portal services, E-Kalyan scheme, Examinations results, information related services like Blood donors, Hotel directory, etc., Complaint / FIR registration with Police, REFNIC etc....

Districts in the State making use of Internet, after taking valuable inputs from the responses of the people to the pilot implementation in Hamirpur district The implementation of the Internet-based LokMitra is being done as explained below:

NIC Himachal Pradesh State Unit is in the process of establishing Statewide Government INTRANET, connecting the State Secretariat, all the Directorates & State level Offices, all the District Collectorates & District level Offices of all the Departments/ Blocks & Tehsils with each other. This project is being executed as a joint project between NIC and the State Govt.

District level Web Servers will be installed at the District Collectorates accessed by the respective District level Offices/ Blocks & Tehsils also. State level Web Servers will be installed at the Secretariat accessed by the Directorates and other State level Offices.

The State-wide INTRANET will facilitate information flow from District level offices to the District Web Servers at the Collectorates, and then to the LokMitra Web Server. Similarly, from Directorates to the State Web Server at the Secretariat, and then to the LokMitra Web Server.

The LOKMITRA Web Server will be installed at the NIC Headquarters accessed by the Citizen Information Centres through Internet. IT enabled Citizen Services With the maturing of IT in India, there has been a shift in focus with emphasis being on providing more citizen services. The NIC HP has implemented the following citizen centric projects: Electoral Rolls: The Electoral Rolls of HP, in Hindi, covering 42 Lakh electors have been published on the HP Government website and can be searched on name, polling station and serial number wise.

Web enabled Hotels Reservation System software: The Web Enabled Hotels Reservation System software developed and implemented for the HP Tourism Development Corporation, with hotels CITIZEN CENTRIC ADMINISTRATION

Integrated Community Service Centers (i-CoSC) or SUGAM

i-CoSC (Sugam) brings all citizen related services and information under a single roof, cutting across different tiers of administration, providing services at the doorstep of rural community. A number of SUGAM Centers have been setup at all Tehsils/ Sub-Tehsils, Sub-Divisions and District Headquarter of Shimla District and now are being rolled out in other districts as well. The project enables document submission and collection of licenses or certificates at a place other than the place of sanction (except where physical presence is necessary as per law).

Various services like Voter Registration and Issuance of Voter Id, Land record (Nakal/ Jamabandi), Revenue (HimBhoomi-Land records forms), Transport(Vahan – Vehicle registration and Saarthi – Driving license), Bus booking & Time table; Caste certificates, Vacancy listings, Electricity and telephone bills, REFNIC -Reference Monitoring of Files, Tourist Information etc. can be availed through the SUGAM centers.

Scheme Portal (e-Marg Darshan)

In order to provide opportunities to the citizen for their economic and social development, the State Government has launched e-Marg Darshan project. The portal attempts to provide easy and single point access to information about the various Welfare Schemes being provided by the State Government for the citizens and other stakeholders.

Through this portal a citizen can identify schemes for which he is eligible, simply by providing information pertaining to his Gender or Age or Caste or APL/BPL status or Occupation or Annual Income. A citizen who is partially aware of name of a scheme can also do an advanced search for finding details of the scheme. This portal provides information regarding eligible beneficiaries, types of benefits, scheme details etc. Links at various places, too, have been provided to other Departmental Portals/websites.

E-Samadhan

E-Samadhan is the Grievance Redressal System portal of the Government of Himachal Pradesh. It is web-based software for speedy redressal of grievances that has been developed by NIC, Himachal Pradesh using ASP.NET. The software gives an instant view of the grievance to both, the concerned office and the public. It also shows the department-wise pendency summary of the grievance. Implementation of this project has resulted in enhanced transparency and accountability along with reduction in paper work and corruption.

E-Sameeksha

E-Sameeksha is an e-Governance initiative of Government of Himachal Pradesh for effective monitoring of various schemes rolled out by the Government.

E-Kosh

E-Kosh is a web portal developed by the Department of Finance to provide State financial reports online. It provides the reports of the Finance Department as well as other Departments of the state.

HimBhoomi

Developed by NIC state Unit, the HimBhoomi software is a futuristic Land Record System that is helping out in resolving the Land Record related issues in the state. The software is an exact replica of existing manual system with improvements & compatible to requirements thereby enabling its replication without any resistance from the revenue staff. It is a complete MIS as it encompasses minor Irrigation census, agriculture census details there by providing much of information desired for conducting irrigation and agriculture census which are conducted after every five years involving the huge implicit and overt physical and financial costs. The software comes with built-in user manuals and can be used easily by village patwari. The software has following five modules:

Gram Nideshika

Master Entry Module

HimBhoomi-LaPort Module

HimBhoomi-Mutation Module

HimBhoomi-ROR (Nakal) Distribution Module

Efforts are on to enable encryption/decryption of data in the system. Also, the system will be linked with GIS system and integrated with HIMRIS (Himachal Registration Information System).

Source: <http://himachal.gov.in/himbhoomi/AboutHimbhoomi.htm>

E-Pension (Pension Disbursement System)

The e-Pension software is the result of complete reversal of the manual system of pension disbursal and has resulted in direct benefits to both the State Government and to the pensioners during pilot implementation of the project in the Districts of Solan and Una since June 2001.

The main objectives of the project include:

Improvise accounting system for recovery of pre-1966 pension amounts from other states

Providing a 24x7 interface for information and grievance redressal

Ensuring compliance with Pension Rules

A number of process and procedural changes have been made as part of the implementation. These include:

Pension Processing at District Treasury only instead of the sub-treasuries/ bank branches

Pension disbursal through bank accounts only

The web-interface of the software is available <http://himachal.nic.in/epension> where the details of individual's pension are displayed for the last 12 months.

The project won the Golden Icon Award for Innovative Operations & Best Practices-Professional category in the 9th National e-Governance Conference held at Kochi, Kerala in the year 2006.

Source: <http://admis.hp.nic.in/epension/epensionkhoj.asp>

Digital Gazette (e-Gazette)

Being one of its own kinds, Digital Gazette is the first paperless, completely digitized official Gazette in India, which was first published in Himachal Pradesh.

The whole process has been decentralized as all departments send their notifications for publication now only through the S/W interface. This has resulted in huge cost savings to the State Government besides benefiting the citizens, lawyers, bankers, departments, employees, as any Gazette notification issued after the cut-off date is available on the Internet in searchable format.

This exemplary initiative has won the Bronze Icon Award under Category I-Excellence in Government Process Reengineering in the National e-Governance Conference held in Goa on 12th and 13th of February 2008.

Role of Libraries in promotion of E-Governance

Public libraries are called public Universities as they play a vital role in informing and educating the public during and after their formal education. Libraries in a free society always perform the fundamental function of keeping the public well informed, which is a pre-condition of e-governance. For quite a long time government has used libraries to inform people of their work and policies. Libraries are essential to the free flow of ideas and to maintaining, increasing and spreading knowledge.

Libraries can play an important role in the promotion of e-governance:

Already established libraries especially public libraries can be used as information centers or public kiosks in the absence of basic infrastructure. Internet connections and other equipment can be provided to them on subsidy basis and the public should be allowed to use them by becoming members of these libraries as is done in several advanced countries like U.S.A., Canada. etc. These libraries can work as depository libraries for all types of government information from where the public can access and monitor the work of its elected officials and policy makers. Libraries can also help to bridge divide in the

digital contents by providing special services to the general public. Libraries ensure to freedom to speech, the freedom to read and freedom to view. When the people are better informed, they are more likely to participate in the political process, thus keeping an eye on their elected representatives and making them more accountable. Local and state government needs access to information from comparable jurisdiction in order to do their work effectively and efficiently. In the field of information literacy, library professionals can play a pivotal role. Besides acting as facilitators and tutors, they can also act as aspirators' and help along with teaching community to spread the culture of information literacy.

In the words of James Madison "Knowledge will forever govern ignorance and that people who mean to be their own governors must arm themselves with the power that knowledge gives. A popular government without popular information or means of accruing is it but a prologue to a force or tragedy perhaps both".

The main trust in this area should go to the rural public library. A village or a village cluster with an adequate population should have a community library which will also serve as an information centre. Resources of different agencies engaged in the work of public health, adult education, self government, and such others may be pooled to build up this composite centre.

The Seventh plan Working Report of the Planning Commission states that "No community, institution or organization is considered complete without a good library service. The gradual spread of the concept of democracy of socialist pattern of society, the extension of education, the intensification of research activities, the rapid increase in the production of recorded knowledge both in print and non-print forms, and the vast innovations in information and communication technology have led to the expansion of libraries, information centers and systems as well as development of their services."

According to the Library Association, Britain, "Community Information Services assist individuals and groups with daily problem solving and with participation in the democratic process. The services concentrate on the needs of those who do not have ready access to other sources of assistance and on the most important problems that people have to face, problems to do with their homes, their jobs and their rights."

There are two major roles that public libraries play in the delivery of e-governance. The first, information access, involves working in partnership with other areas of the organization or other tiers of government to deliver and distribute information personally, seamlessly, wherever and whenever it is desired. The second bridging the digital divide, is achieved by providing access to information, developing training programmes in the community, ensuring that all people have to access to information, and by understanding the impact of new technologies in the life of people.

Community information services via the E-Governance

Services provided at the villager's door steps via the e-governance route can presumably cut out the inherent social biases. India really is a land of contrast. We still have a huge section of the society living in the dire poverty, utter ignorance and illiteracy. The important task of e-governance is to remain in touch with the concerned authorities in villages, blocks, tehsil and districts and even in the Metropolis.

Richard Heeks points out that governance is both, the present and the future of developing countries like India, which still have a long way to go. Currently, more than half of India's villages lack telephone connectivity, let alone internet access. The 26 million phone lines (mostly business-owned) and 2 million internet subscribers that do exist nationwide are concentrated in urban areas, while rural community are left out of the loop.

ICT has made services amenable to people living in cities and villages. The GYANDOOT programme in Madhya Pradesh, the e-Seva network in Andhra Pradesh, FRIENDS (Fast, Reliable, Instant, Efficient, Network for Disbursement of Services) in Kerala, the Saukaryam project in Vishakapatnam, the GRAMSAT project in Orissa, e-Gram Suvidha in 5 districts i.e. Chhattarpur, Bhopal, Dhar, Madla and Damoh of

Madhya Pradesh, Lokvani Sitapur, Uttar Pradesh and Lok Mitra in Himachal Pradesh are efforts to foster connectivity, accessibility to services and information to the people.

Painter and Goodwin, who urges that while regulations approach would lead to the conclusion that: the state and local governance cannot be fully understood outside their roles (positive and negative) in the ebb and flow of regulation....neither can they be fully understood within them. The institutions and practices of local government have their own histories and pattern of development. Explaining their changing character thus requires a theory of governance, a theory of State and empirical ...research, as well as a theory of their impact on (economic regulation).

Conclusion

E-governance is step towards reform in government and administration. These reforms focus on bringing improvements in the service delivery, dissemination of information, transparency, public and private partnership, efficiency and accountability. There is an urgent need for sustainable development, In developing countries like India, it is not easy to fulfill all the pre-conditions. But it does not mean we should not go ahead with e-governance. For the successful working of democracy, the empowerment of its citizen is a pre-condition, which can only be achieved by making people fully informed and aware. E-Governance is also seen as a multi- dimensional concept an IT driven methodology that improves efficiency in administration, brings about transparency and leads to reduction of costs in running the government. There are three main domains of e-governance: improving governmental processes (e-administration); connecting citizens (e-citizens and e-services); and building external interaction (e-society).

Himachal Pradesh Government, have taken several initiatives for rural development through community information centers. These may be considered as rural electronic libraries. The project has been started in Himachal Pradesh to provide IT facility in each and every block. Each CIC will have one server computer system and five client configuration computer systems linked in a local area network and connected to a V-SAT for Internet access. The facility will help government functionaries to use e-mail and the Internet for communicating with district and state officers. Efforts are being made to use the IT Infrastructure at the CICs to capture local information of the block and make them available worldwide through the Internet.To make administration more effective and citizen centric, the following factors must be kept in mind:-

- Change in the mindset of the service providers that they are there to serve the people.
- Consultations between service providers and seekers.
- Computerization of services.
- Compensation to customers for delays.
- Rewards for performance by service providers.
- Corruption eradication with suitable measures.
- Introduction of citizen report cards with the involvement of stakeholders.

And above all, one should always keep in mind what Mahatma Gandhi has precisely mentioned:

"A customer is most important visitor in our premises. He is not dependent upon us; we are dependent upon him. He is not an interruption in our work; he is the purpose of it. He is not an outsider to our business; he is a part of it. We are not doing a favour by serving him; he is doing us a favour by giving us an opportunity to do so."

From the above assessment it can be concluded that Himachal Pradesh has made encouraging efforts to bridge the gap by initiating a number of projects and programmes for rural and remote locations, a lot more needs to be done to bring the people into the information society. All that is required is strong determination among people, good policy-makers and political support to bridge the digital divide. Libraries and information centers have a special role in providing information to all in order to reduce the gap between those who have the facilities to access digital information and those who do not. The country needs to improve the infrastructure of public libraries and link them with community information centers.



NREGA: PROBLEM & PROSPECT

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Abstract

The Constitutional 73rd Amendment Act and the establishment of a local governance system in India through

Three-tier Panchayati Raj Institutions (PRIs) has marked a new chapter in the history of democratic decentralization in India.

The vision behind this has been that these local government institutions will be the pivots fostering inclusion in an era of high economic growth

The recent enactment of the NREG Act in India has been widely hailed as a policy that provides a safety net for the rural poor with the potential to boost rural income, stabilise agricultural production and reduce rural-urban migration.

This study models the impact of such employment guarantee schemes in the context of an agrarian economy characterized by lean season involuntary unemployment as a consequence of tied labor contracts

The study looks at MGNREGA performance such related problems and future prospect which help NREGA in many ways

Keywords : NREGA, Development, Livelihood, Employment , Wages

Introduction

The Ministry of Rural Development, Mahatma Gandhi National Rural Employment Guarantee Act (Mahatma Gandhi NREGA) aims at enhancing livelihood security of households in rural areas of the country by providing at least one hundred days of guaranteed wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work. The Mahatma Gandhi NREGA has become a powerful instrument for inclusive growth in rural India through its impact on social protection, livelihood security and democratic governance.

The Act came into force on February 2, 2006 and was implemented in a phased manner. In Phase I it was introduced in 200 of the most backward districts of the country. It was implemented in an additional 130 districts in Phase II 2007-2008. The Act was notified in the remaining rural districts of India from April 1, 2008 in Phase III. (All rural districts were covered under Mahatma Gandhi NREGA

Objective of the study:

- 1) To know about the NREGA
- 2) To justified that NREGA is really helpful to the rural people
- 3) To get the statistical data of NREGA employment
- 4) Fact and figure of outcome of NREGA
- 5) To know the future prospect of NREGA

The NREGA states:

"Under no circumstances shall the laborers be paid less than the wage rate"
[Schedule I, Section 6]

"Until such time as a wage rate is fixed by the Central Government, every Person working under the Scheme shall be entitled to wages at the minimum wage rate fixed by the State Government for agricultural laborers under the Minimum Wages Act, 1948"

[Section 6 (2)]

"When wages are directly linked with the quantity of work, the wages shall be paid according to the schedule of rates fixed by the State Government for different types of work every year, in consultation with the State Council"

[Schedule I, Section 7]

"The schedule of rates of wages for unskilled laborers shall be so fixed that a person working for seven hours would normally earn a wage equal to the wage rate"

[Schedule I, Section 8]

"The cost of material component of projects including the wages of the skilled and semi-skilled workers taken up under the Scheme shall not exceed forty per cent. of the total project costs"

[Schedule I, Section 9]

"As far as practicable, a task funded under the Scheme shall be performed by using manual labor and not machines."

[Schedule I, Section 12]

"The Scheme shall not permit engaging any contractor for implementation of the projects under it"

"Every Scheme shall contain adequate provisions for ensuring transparency and accountability at all level of implementation"

[Schedule I, Section 13]

"Creation of durable assets and strengthening the livelihood resource base of the rural poor shall be an important objective of the Scheme"

Thus, the NREGA is simultaneously committed to:

Objectives of NREGA:

1. Employment generation
2. Payment of minimum wages
3. Not using contractors
4. Not using labor-displacing machines
5. Preventing leakages and corruption and
6. Creation of durable assets to strengthen rural livelihoods

The programme is, therefore, committed to promoting labor-intensive work that Provides employment wages, in a people-centered, transparent and accountable manner, in a way that leads to creation of productive assets, which strengthens rural livelihoods.

All these objectives Poses a real challenge. This is because of what we call a deep contradiction at the heart of NREGA implementation. If we want the programme to lead to creation of durable assets, valuation of work done by labour becomes essential. Standards of productivity have to be adhered to while fully respecting labour rights. The present method of valuing work is based on the Schedule of Rates (SoRs) described in the last chapter. In this chapter, we will argue that both the way the SoRs have been devised and the way they are deployed make it virtually impossible for the objectives of the NREGA to be attained. We believe that the SoRs as presently conceived and used have an inherent pro-contractor bias, encourage (virtually necessitate) the use of machinery and make it very difficult for workers to earn the statutory minimum wages.

Background and coverage of MGNREGA

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) is a flagship programme of Government of India. The Act was notified initially in 200 most backward districts of the country w.e.f. February 02, 2006 and subsequently extended all over India in two phases.

The programme aims at enhancing livelihood security of the rural poor by providing at least 100 days of guaranteed wage employment in a financial year to every household whose adult members

Volunteer to do unskilled manual work. The Act seeks to create durable assets and strengthen the livelihood resource base of the rural poor. The choice of works suggested in the Act address causes of chronic poverty like drought, deforestation, soil erosion, so that the process of employment generation is on a sustainable basis.

Salient Features of MGNREGA

All adult members of a rural household willing to do unskilled manual work have the right to demand employment. Such a household will have to apply registration to the Gram Panchayat

After verification, the Gram Panchayat will issue a Job Card with photograph of all adult members of the household willing to work under the programme. The Job Card must remain in the custody of the household. Job Cardholder can apply for work to the Gram Panchayat which will issue him/her a dated receipt of the work application

Employment will be provided by the Gram Panchayat (local self governing body) within 15 days of work application, failing which unemployment allowance will be paid.

Disbursement of wages has to be done weekly basis and not beyond a fortnight. Wages will be paid at the wage rate to the wage earners through their Bank/Post office accounts. An annual of works to be prepared in advance for each year.

A ratio of 60:40 for wage and material costs should be maintained at GP level. No contractors/and no labor-displacing machinery shall be used in execution of works. Panchayati Raj Institutions will have a principal role in planning; monitoring and implementation. At least one-third of the workers should be women.

Process of NREGA:

2.1. Registration

(a) Adult members of a rural household willing to do unskilled manual work may apply for Registration either in writing, or orally to the local Gram Panchayat (GP).

(b) The unit for registration is a household.

(c) Under the Act, each household is entitled to a 100 days of employment every year.

2.2. Job Card

(a) After due verification of place of residence and age of the member/s (only adult members are Eligible for employment), the registered household is issued a Job Card (JC).

(b) A JC is to be issued within 15 days of registration. Job Card forms the basis of identification for demanding employment.

2.3. Application for Work

(a) A written application seeking work is to be made to the GP or Block Office, stating the time and duration for which work is sought.

(b) The GP will issue a dated receipt of the written application for employment, against which the guarantee of providing employment within 15 days operates.

2.4. Unemployment allowance: In case employment is not provided within 15 days, the state (as per the Act) will pay an unemployment allowance to the beneficiary.

2.5. Provision and Execution of Work

(a) Work is provided within 5 kilometers (kms) radius of the village

(b) In case, work is provided beyond 5 kms, extra wages of 10 per cent are payable to meet additional transportation and living expenses.

(c) Priority is awarded to women, such that at least one-third of the beneficiaries under the Scheme are women.

(d) At least 50 per cent of works, in terms of cost, are to be executed by the GPs.

(e) The cost of material component of projects including the wages of the skilled and semi-skilled workers taken up under the Scheme shall not exceed 40 percent of the total project costs.

(f) Contractors and use of labour displacing machinery are prohibited.

(g) Work site facilities such as crèche, drinking water, shade have to be provided.

Impact on Poverty and Deprivation: MGNREGA has provided around Rs 1, 10,700 crore (66 per cent of the total expenditure of around Rs 1,66,000 crore) as worker wages from FY 2006 up to FY 2011-12

Permissible activities:

Over the last few years there has been an increased demand from States to include new works which would create an even stronger positive synergy between MGNREGA and agriculture and allied rural livelihoods. In response to the demand, the provision in Schedule I has been amended vide. Notification dated 4th May, 2012 to include additional works that can be taken up under MGNREGA. The amended Schedule I provides that the focus of the scheme shall be on the following works;

- (i) water conservation and water harvesting including contour trenches, contour bunds, boulder checks, gabion structures, underground dykes, earthen dams, stop dams and spring shed development;
- (ii) Drought proofing including a forestation and tree plantation;
- (iii) Irrigation canals including micro and minor irrigation works;
- (iv) Provision of irrigation facility dug out farm pond, horticulture, plantation, farm bunding and land development;
- (v) Renovation of traditional water bodies including desilting of tanks;
- (vi) Land development;
- (vii) flood control and protection works including drainage in water logged areas including deepening and repairing of flood channels, chaur renovation, construction of storm water drains for coastal
- (viii) Rural connectivity to provide all weather access, including culverts and roads within a village, wherever necessary;
- (ix) Construction of Bharat Nirman Rajiv Gandhi Sewa Kendra as Knowledge Resource Centre at the Block level and as Gram Panchayat Bhawan at the Gram Panchayat level;
- (x) Agriculture related works, such as, NADEP composting, vermi-composting, liquid bio-manures;
- (xi) Livestock related works, such as, poultry shelter, goat shelter, construction of pucca floor, urine tank and fodder trough for cattle, azolla as cattle-feed supplement;
- (xii) Fisheries related works, such as, fisheries in seasonal water bodies on public land;
- (xiii) Works in coastal areas, such as, fish drying yards, belt vegetation;
- (xiv) Rural drinking water related works, such as, soak pits, recharge pits;
- (xv) Rural sanitation related works, such as, individual household latrines, school toilet units, anganwadi toilets, solid and liquid waste management;
- (Xv) (a) Construction of Anganwadi centres
- (Xv) (b) Construction of play fields.
- (xvi) Any other work which may be notified by the Central Government in consultation with the State Government.

All activities mentioned in items (iv), (x), (xi) and items (xiii) to (xv) are allowed on land or homestead owned by households belonging to the Scheduled Castes and the Scheduled Tribes or below poverty line families or the beneficiaries of land reforms or the beneficiaries under the Indira Awas Yojana of the Government of India or that of the small or marginal farmers as defined in the Agriculture Debt Waiver and Debt Relief Scheme, 2008, or the beneficiaries under the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006 (2 of 2007)

4. Funding

The Central Government bears the costs on the following items:

The entire cost of wages of unskilled manual workers. 75% of the cost of material, wages of skilled and semi-skilled workers. Administrative expenses as may be determined by the Central Government, which will include, inter alia, the salary and the allowances of the Programme Officer and his supporting staff and work site facilities.

The State Government bears the costs on the following items:

25% of the cost of material, wages of skilled and semi-skilled workers. Unemployment allowance payable in case the State Government cannot provide wage employment on time.

Administrative expenses of the State Employment Guarantee Council:

Districts have dedicated accounts for Mahatma Gandhi NREGA funds. Proposals are submitted based on clearly delineated guidelines so that funds may be distributed efficiently at each level, and adequate funds

may be available to respond to demand. Under Mahatma Gandhi NREGA, fund releases are based on an appraisal of both financial and physical indicators of outcomes. Labour Budget: The District Programme Coordinator prepares the Labour Budget in the month of December every year for the next financial year containing the details of anticipated demand for unskilled manual work under the scheme and submits it to the District Panchayat. The Ministry of Rural Development estimates the requirement of funds on the basis of projections made in the Labour Budget.

Central funds are sanctioned after the examination of Labour Budgets and taking into account utilization of funds previously released.

Programme Implementation and Outcomes

1. Outcomes of programme implementation in the year 2012-13(upto 12.2.2013) are as follows: 1.1. Employment Generated: In 2012-13, 4.48 crore households were provided employment and 163.38 crore persondays of employment were generated.

1.2. Increasing Outreach to the poor and marginalized: Self targeting in nature, the programme had high work participation for marginalized groups like SC/ST (38%), Women (53%) in 2012-13. Strengthening Natural Resource Base: In 2012-13, 64.54 lakh works were undertaken, of which 58% for water conservation, 12% for the provision of irrigation facility to land owned by SC/ST/BPL and IAY beneficiaries, 18% for rural connectivity and 8% for land development.

1.4. Financial Inclusion of the Poor: With a view to universalise the system of wage payments through individual accounts, it has been recommended to all States to disburse wages through Post Offices and Bank Accounts. 8.71 crore (as per MIS) Mahatma Gandhi NREGA bank and post office accounts have been opened to disburse wages.

1.5 Mahatma Gandhi NREGA in Left Wing Extremism (LWE) Districts: The Ministry reviews the implementation of Mahatma Gandhi NREGA in LWE districts. During the financial year 2012- 13 the average persondays of employment per household is 33 days. The percentage of women participation was 47 as compared to the national average of 53. The percentage of HHs which completed 100 days of employment is 4.24 as compared to national average of 4.5

MGNREGA and Market Wages scenario

The MGNREGA notified wages have increased across States since 2006, Maharashtra observing the highest increase of over 200 per cent, and Kerala the lowest at 31 per cent.27 a majority of the research suggests that MGNREGA has led to an increase in agriculture wage rates. A study estimates that MGNREGA boosts the real daily agricultural wage rates by 5.3 per cent. The wage effect is equal for both men and women and is in favour of unskilled labor. Thus, MGNREGA may also be indirectly benefitting poor households through the increase in private sector wages.

The Constitutional 73rd Amendment Act and the establishment of a local governance system in India through three-tier Panchayati Raj Institutions (PRIs) have marked a new chapter in the history of democratic decentralization in India. The vision behind this has been that these local government institutions will be the pivots fostering inclusion in an era of high economic growth.

So at all The Mahatma Gandhi National Rural Employment Guarantee Act (NREGA) is a unique initiative in the history of social security—it is not just an employment scheme but also a potential tool of economic and social change in rural areas.

PERFORMANCE OF THE MAHATMA GANDHI NREGA (National Overview)

	(FY 2006-07) 200 Districts	(FY 2007-08) 330 Districts	(FY 2008-9) 615 Districts	(FY 2009-10) 619 Districts	(FY 2010-11) 626 Districts	(FY 2011-12) 626 Districts-provisional	(FY 2012-13) 632 Districts till 12/02/2013
Total Job card issued	3.78 Crore	6.48 Crore	10.01 Crore	11.25 Crore	11.98 Crore	12.39 Crore	12.59 Crore
Employment provided to	2.10 Crore	3.39 Crore	4.51 Crore	5.26 Crore	5.49 Crore	5.04 Crore	4.48 Crore

household							
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Demand for Employment

The main objective of the Mahatma Gandhi NREGA is to meet employment demand. The number of households provided employment is 4.48 crore in financial year 2012-13.

Share of Women in Workforce

The Act stipulates that priority shall be given to women in such a way that a minimum of one-third of the Beneficiaries are women who have registered and have requested for work. Women participation for FY 2012-13 is 53%

Share of SC/ST Households in Employment

In terms of providing employment to members of SC & ST households in 2012-13 the figure stood at nearly 38%.

Supplementing Income

Post-Mahatma Gandhi NREGA there has been a revision of minimum wages across the country. Average household earning have increased from Rs. 2795 in FY 2006-07 to around Rs. **4716 in FY 2012-13**. A major share of Mahatma Gandhi NREGA expenditure is as unskilled wage

Expenditure

The availability of funds with the districts during 2012-13 under Mahatma Gandhi NREGA was Rs 42464.26 crores, with Rs 26533.06 crores as Central release, and Rs 10009.09 crores as Opening Balance, Rs 5037.69 crores as State share. As against this, an amount of Rs 29422.22 crores has been utilised which constitutes 69% of the funds available.

Riders for NREGA: Challenges of backward districts

The 200 backward districts, identified by the Planning Commission will pose major challenges to the implementation of the NREGA because of their special problems. They are the least developed areas of the country comprising mostly marginal farmers and forest dwellers. In many of these districts poverty has increased despite consistent focus of several poverty eradication programmes. Governance has little or no presence in most of these districts.

The NREGA with the aim to reduce poverty is thus desirable for these districts. The NREGA can Target development using huge demand for casual jobs. However, the absence of governance will make the implementation difficult. It is thus imperative to understand the complex socioeconomic and governance challenges of the backward districts. This will help implement the NREGA in an effective way. And for the NREGA, these districts will decide its overall success.

A difficult constituency

Widespread poverty is a major feature with all these districts. A large number of them are Located in the arid and semi-arid regions with 94 districts covered under the Drought Prone Areas Programme (DPAP) and 8 districts covered under the Desert Development Programme (DDP).

The socio economic indicators of most of these districts are generally below the national average. Out of these 200 districts, 148 have literacy lower than the national average (63.58%) while the Rate of female literacy in 154 districts is lower than the national average of 54.16%. Also, the Proportion of SC/ST population in most of these areas is higher than in other areas. In 41 of them (Which does not include Jamtara, Latehar, Simdega, and Sraikela-Kharsawan districts of Jharkhand for which census 2001 figures are not available?) STs constitute majority of the population². These districts are also the most backward regions in terms of connectivity. There are 21 districts In the Himalayan region and the North East that

are completely mountainous. Besides, a number Of districts in Jharkhand, Chhattisgarh, Maharashtra, Madhya Pradesh, Andhra Pradesh and Orissa Have hilly terrain. There are also wide variations in the size and population of the districts.

Socio-economic profile

These districts are primarily agricultural and in 115 districts, the percentage of agricultural laborers in the total rural working population is higher than the national average of 33 percent, Indicating the large-scale landlessness in these districts combined with lack of effective employment opportunities in the non-agricultural sector. The result is lower incomes for a large Section of the rural population contributing towards the backwardness of these districts apart from agro-climatic and physiographic conditions.

Less governed

Panchayati Raj Institutions are the designated agencies for the implementation of NREGA. The village Panchayat will implement at least 50 percent of total works. There are 61,763 villages Panchayats in the 200 districts as compared to 1894 block Panchayats. So the number of implementing agency is very high and they are very diverse in their political and socio-economic structures. Currently the ministry of rural development claims that the village Panchayats are implementing close to 83 percent of total NREGA works while others including independent implementing agencies and block Panchayats are implementing around 17 percent of works.

New prospects:

- 1) NREGA needs some real term good administrators who really willing to devote and work for development of rural Indian society
- 2) Corruption in Top level politician and in officer make bad image of Scheme so need new system
- 3) People who really want to work card must be issued to them only not on the basis of caste , sex and creed
- 4) Not only in rural areas development but in metro even provide such scheme to the people so that each have dignity of work
- 5) First try to focus on that work which fulfill the basis requirement of the rural as well as all people of the society

Scope for future: In future there is a big scope the research on the real fact and data of the NREGA out comes

Conclusion: As India is the biggest democracy in the whole world I would like to say there is no end of development of the people and society and as NREGA is consult it is very clear that it is really a great step of government to fulfill the gap of employment in the rural India. And after some steps which is suggested earlier in the study sure take a big advantage in the future for the Indian rural people at all.

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NOVEL ORIENTATION IN THE DEVELOPMENT OF WOMEN IN PRESENT TIME : A STUDY

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In Vadic times men & women are equal in all walks of life, including the religious and the intectual therefore, in Proclaiming the perfect equality of men & women. Gandhiji whilst showing respect for women opened the door for them to step out from their houses. Even after passing of half century we still remember his work and it would be continued in future ahead . Indian women's empowerment is greatly obliged for the work spirit which is shown by great Indian women . In political movement , Educated women , changes in ways of house life , Social awareness , women's development and Development society , Social organization has shown prevalence all over Indian was ever seen before ? A revolution in women's development has been extra ordinary and unexceptional ! Indian women has achieved success and moved forward to achieve her aim in life . Besides experiencing many obstacles and draw backs she has maintained herself to achieve success . To achieve this they have struggled a lot and all these efforts go to Gandhiji . Since 1975 till today world women's conference were held in large numbers to claim their rights .

All women across the world took part in it . Perhaps still women has to proclaim against men's power and still has to overcome the prevailing superstition in our society. Which is not an easy task . Some believe in equality among men and women . Even though we talk of the rights given to women and for their welfernesss in the grand Social meetings , conference etc..There still prevails the Patriarchy in the family . The men is supposed to be the head and holds the superiority over family . So it's rightly told " If we want a change in the society , it should begin from our home ! " In reality , parents bring up their girl child with love and care but after marriage when her dreams and wishes are demolished , On realizing this the parents are so desperate and unhappy . How much should a woman tolerate such a boundless of inequality in the society ?

Parents educate their daughter according to the new modern times . But there is still instinct in the society that son should be well educated . What is the benefit in educating a daughter she has to become a house wife at last that mentality is still there in our society. There's facilities of good education in big cities . Where the daughter takes her education . She is not given a mere importance to her studies. If she is not aware or doesn't concentrate on her studies . She is compelled to drop her education . From her childhood she is spoon-fed that what will she do after going to her in law's house after her marriage . If the girl does not manage herself and her husband she has to retreat back to her home with tears and broken heart . Such sentences are told to her since her childhood days .

As the awareness and importance of education provoked in women's life . There was as increase in the percentage of education of women . Women came into the influence of the world out side for the means to educate themselves . So with this there came a vast difference in the Indian lifestyle . The necessities of basic life has increased with the time the income of only men was not satisfactory . So the woman has also come to help and maintain the modern lifestyle as they have same education like the men possess and can become an earning hand to support her family . Though there's no need to financial help of women , she has proved worth to cast her influence on the society and prove her social rights in the society . The status of woman has changed such as to give respect to a working woman . In the life of matrimonial site's there has been a special value for the bride with a job or service . Due to increase in high expenses in day to day life this may be a reason of selfishness . But she is self dependent and earns solely and she helps the family economically . Still she has comes across the tyranny of the family . This is to be considered . Though education and economical freedom has given courage and confidence to the woman . Still in rural areas and in sulm areas minorities community and where there is lack of education .

Women are still the target of exploitation . In backwards areas it's not that only women are left behind educated but when they are left everyone has to suffer , it's a reality .

War opened by man and their louter in the end the women survival is being scorned . Those women pays a lot of tolerance to bring up their child and to save him she gives sacrifice of her whole life . But when there's war or intolerance in the society she has to pay the price of her life . In short the importance of motherhood has been still neglected in our society ! And it's still a big question !

For the development of the nation she is still confused what part she has to play for that . Nowadays all the aspects of life are open for women . Some women's related problems like dowry , rape , physical and mental torture , forced marriage prostitute lead to the reason for suicide and many more such problems and issues are still prevailing in the society and is there any independent solution for such big problems ? A female writer means right to show the actual reality . As a woman she can pen good as well as bad experiences independently . And all these only a female can do better .

In family life , education , literally power or status are given to men whilst the women , daughters are neglected . Since centuries there's always inequality in the status of men and women . And this goes for female writers .

There's no comparison amongst male and women writers because female writers do not get sufficient facilities as men writers . How much money does a female possess ? How much does she possess her own ideas ? And overall can she give ample amount of time for her creativity ? The ideas of a woman , her mental power , her creativity is not appreciated by the men-led society . Some feelings of women , enthusiasm , impulse , mental awareness , dreams do can't be mentioned by her . They may be true but they are not accepted by society . The female writer couldn't express her tenderness and attractiveness in her work . She overturns the old tradition of society . When she pens the experience of her own fatality of mental and physical . She is criticized by lots of accusation against the society . At that time she realizes the pain of each come across in her life .

Taslima Nasrin a well known writer of Bangladesh wrote about the atrocities of Muslims given to Hindu in her novel 'Lajja' . The fundamentalist and obscurantist boycotted her work . She was offended with the crime of degrading the religion . She was penalised to kill so she left the country . She had to pay a high price for her true work . Humanity is the true religion . She has expressed this in her book . In the name of religion the conspires defame the soul of humanity . Those who consider the woman his property . Such men have come into light .

Although in our society Amruta Pritam , Ashapura Devi , Mahasweta Devi , Mahadevi Varma , Ismmat Chughtai , Maitree Devi , Indira Goswami , Arundhanti Roy , Kundanika Kapadiya , Saroj Pathak , Dhiruben Patel like women written has given the price of their truthfull and loyal work . And they have been successful . Due to the prevailing truth of their work . Truth knows how to preserve one's virtue . Though the world doesn't give respect but her dutiful responsibilities is the best respect own to her .

Since last five years woman has been a fanatic in Beauti world . She has gained self confidence . It has given a vast thrilling carrier as a gift for the feminine power . Though their's only one miss universe in the world but this has inspired a lot of women to participate in Beauti contest . Beauti has created a high value they have changed a lot . The mass of people get attracted to short clothes is not known to be a shameful act anymore . This has been proved by the dress code of women hosting programme on T.V. The attraction towards fame and money has created competition . It's time self evaluate , to look beautiful , regardless of age cherish . Isn't a step of towards the direction of slavery .

There's an equal dependence for men and women in political , social , economical field with out them they can't be fulfilled . But to fulfilled them we have to move forward with equality them only we can obtain a new horizon of our country . Men and women are equally dependent on each other . Then why should a man be considered to be more beneficial over women . Instead he should co-operated with women so that many problems of our society can be naturally solved .

Parents educate their daughter according to the new modern times . But there is still instinct in the society that son should be well educated . What is the benefit in educating a daughter she has to become a house wife at last that mentality is still there in our society .

There's facilities of good education in big cities . Where the daughter takes her education . She is not given a mere importance to her studies. If she is not aware or doesn't concentrate on her studies . She is compelled to drop her education . From her childhood she is spoon-fed that what will she do after going to her in law's house after her marriage . If the girl does not manage herself and her husband she has to retreat back to her home with tears and broken heart . Such sentences are told to her since her childhood days .



COMMERCE EDUCATION: PROBLEM AND CONFRONT

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Abstract

Commerce Education is very important for now a days in competitive era . Now a day, it is very useful for us in day to day business. From a single digit calculation to all big chunk business dealings, commerce education plays a vital role. Individuals are members of the society and whatever they do; their action and reaction affect the society in any manner, whether favorably or unfavorably. Commerce carefully examines these actions and as well as reactions that are harmful to the society as a whole and recommends the methods of their prevention. Certain burning issues related to money like, protection, import-export, and the development of agriculture, incidence of taxation, industries and the like affect the whole society. Commerce education helps to study these problems very carefully and provide its biased opinion. Future of growth and stability of every country's economy depends on the ability of the system of education that prevails in the society. Commerce comprises all those human activities which are undertaken with the object of earning one's livelihood is called economic activities. And Commerce faculty delivers complete knowledge of well-earnings with good business. Earning profit with consumer satisfaction is one of the main aims of today's business.

Keywords : Commerce Education; Business; Economy; Manpower

INTRODUCTION

To support the mounting manpower needs of business enterprises, commerce education has been developed a lot in our country. The education impart to the commerce students provide them focused knowledge and skills that is helpful in different functional area like trade, commerce and industry. Continuous contribute of quality manpower is necessary for the growth of industrial sector. In India, Commerce education started in 1886. It was started to execute the requirement of manpower for the whole industrial world. So we can say that it is the back bone of every business. Meaning According to Paul S. Lomex (1928), "Commercial Education is fundamentally a programmed of economic education that has to do with the acquirement, conservation and spending of wealth." Commerce education includes a wide range of branches like Accountancy, Business studies, Finance, Income Tax, E-commerce, and Economics etc. In the fastest growing economy in the whole world, India is at 2nd place. Commerce education is taking global height in the present circumstances. Commerce Education: An Overview At the time of origin, Commerce education seems to be related with the term, 'business activity'. It comprises all those activities that take place in business only, like book keeping, accountancy, costing, finance, transportation, marketing advertisement etc. Also it deals with other related aspects like, business organization and human resource. At the time of origin of commerce education, their goals were not properly painted. But today's commerce education has three diverse segments-

- 1) Under graduate programme
- 2) Post-graduate programme
- 3) Research programme

The first phase is of basic knowledge, it does not take in any area in particular field. Some people choose for some professional course at this level to acquire specialized knowledge and strong base for opportunity. it includes C.A, I.C.W.A, and C.S etc.

The next level is post graduate programme, which includes M.com, MBA etc. Here, at this stage they choose some specialised field like, marketing, finance, HR, etc. the final stage is then,

Research programme where students go for bottomless study and apply research skills in a particular area. Commerce Education is multi-dimensional. It includes ample range of subjects like

Accountancy, Cost Accounts, Financial Management, HRM, Economics, Taxation, etc. The students having aim of high achievement go for research programme. Due to swift technological changes and globalization, it becomes very complex to survive in this skilled world. As a result of which commerce education plays a significant role, which facilitate the business to survive. Various fields of commerce help out to tackle the problems faced by a capitalist in his business. In brief, we can say that commerce education plays a vital role in today's business and the dynamic environment. Commerce education too plays an imperative role in school education, as school education provides the foundation to students and helps in shaping the future of commerce students. It also enables the students to face challenges in the upcoming business world.

OBJECTIVES

The objective of this study is-

1. To locate out a varieties of issues and challenges faced by commerce education in the present scenario.
2. To find out the cause why commerce education is lagging behind.
3. To find out scale of commerce education.

Weakness of Commerce Education

To meet up the growing needs of the public and economic development, it is key to expand commerce education in the universities and in the education provider. From the time of beginning to present scenarios, commerce education has developed itself a lot. But due to fast technological changes and globalization, this revolutionize is not sufficient. A well-built education system of commerce is required for the continued existence in this lively global business world. One of the challenge is related with E- Commerce. Anything that engages an outline transaction is known as E- commerce which provides so many benefits to the consumers in form of availability of goods at low prices. It provides wide range of choices and helps in saving time. But knowledge and education of E-commerce also faces the problem. Generally there are two parts of E-commerce.

(1) E- Merchandise and

(2) E-Finance

- 1) E- Merchandise - E-Merchandise means selling goods and services electronically. It includes selling items through distribution channels. Like Telephone, Fax, E-payment – Online Money Transfer System, and Internet shopping for groceries, tickets, clothes, and foot wears, or gifts.
- 2) E-Financing –E-Finance means with online businesses like providing financial services, travel, entertainment and groceries are all likely to grow. But it can be affect from economic, political and, cultural factors and supranational institutions. It can also be affected by Banking, Insurance, debit cards, smart cards, and on - line services. One more challenge is trend for other field among learner like Medicine, Engineering, Management and IT courses.
- 3) Students consider that commerce is not gaining any attractiveness at competitive exams. The present courses offer to them is not adequate for preparing for competitive exams.
- 4) For tutor training courses like B.Ed., Commerce students are not qualified in many states. Arts and Science students get first choice for such courses.
- 5) Commerce education is not imparted appropriately to students at school level, so that they lack adequate knowledge and skills.
- 6) Lack of suitable infrastructure.
- 7) Student teacher ratio is extremely low, Number of students are high where as teachers are low.
- 8) No reservation to commerce graduates in professional courses like, C.A, CWA, and CS etc.
- 9) Lack of teaching aids in schools and colleges like computer labs, CTV-Video films etc.
- 10) Syllabus of commerce stream is content oriented. It lacks practical knowledge and skills.
- 11) Supplementary costs and efforts due to poor teaching facilities provided in schools and colleges, which makes students to search for extra tuitions, which in turn results in extra cost.
- 12) Lack of well qualified teachers for commerce.

- 13) Syllabus or Content of commerce is not up-to-date with newest scenario, accessibility of E-finance, etc. A commerce graduate sometimes lacks communication and decision-making skills.
- 14) Knowledge of teachers regarding skills of teaching and commerce must be improved time to time.
- 15) Govt. should give proper funds for enhancement in commerce education from time to time. Recruitment policy of teacher's should be made strict to norms so that efficient and skilful teacher should be appointed, who imparts suitable knowledge and skills to commerce students, which in turns provides strong base to commerce students.
- 16) Imperfect admission policy, due to which sometimes a non-deserving candidate gets admission in commerce and deserving students seats outside.
- 17) Only general education is provided to student in name of commerce education, which is not adequate

After the encouragement of commerce education, over hundred and twenty years ago . Commerce education has recorded a great growth. Development of liberal commerce education, as a matter of fact random expansion in its wake, has brought about certain problems too. The quantitative development has definitely resulted in qualitative deterioration. As a result, today a commerce graduate has modest border over his counterparts in being selected to such positions which were once considered his domain at one time. The present courses are not adequate in preparing the students for competitive examinations either. The present system of commerce education does not equip the students either for taking up jobs requiring knowledge of general subjects or jobs that demand knowledge of a technical or specialized nature. Time has come now when a commerce graduate is not being accepted even as a qualified book-keeper. Consequently, he finds himself in a "no man's land" neither a generalist nor a specialist.

CONCLUSION

Commerce education plays a significant role in shaping personnel's with the emerging trends of commerce skills to face the challenges of this changing business world. Opting for commerce stream is a good option for future .There are many trades in commerce that gives you a good career break, for students who are having good command over accounting, they can go for CA, so also is ICWA. For those students who are interested in company's stock listing, legal stuff etc., they can go for CS, students who are interested in investment can choose CFA, and for students who are interested in management part of a business can go for MBA So many fields are there in commerce, with the help of which a commerce student can make their future bright and secure., and important part is that, students can do most of these courses along with their degree. Commerce education itself provides employment opportunities, but due to lack of competent employees, we are lacking behind. So there is a need of re-structuring commerce education. Some vocational and job-oriented courses should be included in the subject content of commerce education.

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EFFECT OF TRIBAL, TRADITION LOCAL PUBLIC FAIRS HELD IN PANCHMAHALS, GUJARAT, ON THE ETHNIC-PUBLIC LIFE OF THE LOCAL PEOPLE-A STUDY

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Abstract

Investing money where the risk is less has always been risky to decide. The first factor an investor would like to see before investing is risk factor. Diversification of risk gave birth to phenomenon of mutual funds. In portfolio management it is very important to manage investor's portfolio efficiently. Efficiency reduces the risk of investor and increases the return on the other hand. The main objective of the paper is to do an in depth analysis of mutual fund portfolio and understand the concept of portfolio management and its relation to mutual funds. The data was collected through secondary sources. The economic liberalization of the early 1990's paved the way for the development of financial securities market in India. The mutual funds evolved as a new instrument for investors in the post-liberalisation era. Wide choice of available schemes for investors helps to tune their portfolio according to risk, return, liquidity, and affordability. The additional advantages to investors over and above the traditional investments are highlighted. Some common misconceptions regarding mutual funds were brought out. Equity funds, debt or bond funds, and balanced funds are the three basic categories of mutual funds. Right choice of funds is very much important to strike a balance between risk and return. Portfolio management services (PMS) in mutual funds reduces the risk without sacrificing return.

Keywords : Mutual funds, Portfolio Management, Risk and Return, Right choice of funds.

INTRODUCTION

Panchmahals district became a part of Gujarat state when partition of Bombay state took place in 1960. Panchmahal district is situated in the east of Gujarat. In the present Paper, the " Effect of tribal tradition local public fairs held in Panchmahals, Gujarat, on the ethnic-public life of the local people- a study". During the record of 1991 to 2001, the partition of Panchmahal district's Eastern Talukas were separated the and the new, Dahod district came in the existence. Recently the new Panchmahals district was devided to form the new Mahisagar district. I have included the details of Panchmahals of that time which was separated from Mumbai i.e., I have tried humbly to introduce Panchmahals, known for its Geography.

Situation:

Panchmahals district is one of the district situated ted on the last **boundry** of the State. This district comes from 20-30 to 23-30Northern latitudes and 73-15 to 74-30" East longitude on the Eastern part of this state. On the North side of this district, there are Sabarkantha, Vansvada district of Rajasthan are situated whereas, on the East side, there are Jhabva district of Madhya Pradesh and on the West side, there is Vadodara and Kheda districts of Gujarat respectively. North-South length of the Panchmahals is approximately 129 kms whereas East-West length of district is approximately 116 kms.

History:

Panchmahals means the region of five mahals. Since the time of Sindhiya state, Godhra, Kalol, Halol, Dahod and Zalod are five mahals of Panchmahal district. At that time, the district was known as Pavagadh-Panchmahal district and, Subas of Sindhiya, who administered whole state, furthermore, their main Capital was Pavagadh. In Madhyakalin history, Chanpaner city and Pavagadh mountain were in the centre of the Panchmahal district. During the seventh century, at the time of First king Vanraj of Anhilvad,

Chapaner was invented and established. This ancient Chapaner City was capital of Chalukya kingdom. During the time of Mogals, between 1573 to 1727, Godhra became main station of Panchmahals.

Schedule Tribes:

According to 1991 approximate population of STs in Panchmahals number to 13,95,050. Total population of the STs is 47.19% out of all in district.

MEANING OF MELAS :

According to Bhagavat Go-mandal, Melas are meant for last meeting at last moment. It is a mass of people gathered for celebrating some festivals. Besides this fair means: Bogoge, Show, Sports, Meetings, Visits etc.

Fair (Mela) means informal meetings based on customs and traditions at the pre-decided time and place with community. Human being meet with community, is known as *Melak* in Sanskrit. Amarkosh provides two meanings of *Melak*, first one is Sangamaou with *Melak*, the second means is Union. People come together in fairs and even in union, which ultimately leads to *Melak* word. Mela word might have developed from “Melaye, Melo, Merto”. Mountier William and Opte have given Melak Mela as Sanskrit counterparts of the fair but this special meaning of Mela, Melak is not used abundantly in Sanskrit literature except for Panchtantra. But Panchtantra describes it as “Pakshi Melayako Mahotsav”. In this example, it is mentioned clearly that, Pakshi Melayako means birds fair, which is Sankritised of Gujarati word.

According to Gujarati Sarth Joining Dictionary, in Sankrit, it is Melak, Melay in Prakrit and Mela in Hindi and Marathi. Melao word usage is found in *Tripurdah Dim* in this sense. From this it can be supposed that perhaps the Gujarati Melo has come from Adeshya Melak Meli and its sankritization in Amarkosh.

As per Vashudevsharan Agrawal’s opinion in ancient time the fairs were recognized as ‘Mad’ and ‘Yatra’ names. Mad was also called as a kind of festival, and these kinds of religious fairs were also called as Jata, Yatra and Jatra. Melak and Mela names were also recognized.

The English (fair) of Mela has come from Latin “Foire, fariae” , and it means as holiday that is festival day. The aim of fairs is to revelate life’s beautiful and loaded emotion, and to enjoy. Perhaps the word Mela became popular even if festival is much ancient. Each fair is associated with its greatness and anquity of particular place. Hence, fairs are involved since ancient times with human life.

ADIWASI FAIRS OF PANCHMAHALS:

Adivasi culture is centuries old. Maneknath, Gor, Magar, Galdevaro etc. are included in Adiwasi fairs. Their customs, traditions, fairs, weekly bazaars (Hat) etc. are held at a regular period of time in their own originality since ancient time. Amali Agiyaras fair is extreamly important religiously and culturely. On that day, all village people in the evening Aonla tree or its branch is installed and go around (pradaxina) it to feel sorry for their sens and ask god for forgiveness and pray for a better produce, cattle seasoning and health for the new year. After this Amali agiyaras fair is also organized at Dahod’s Bavka village. Here, ancient remains of shiv temple are considered to 746 B.C. to 486 B.C. Due to these sculpture and cultural engraving, this place is known as Khajuraho of Dahod, furthermore it is being preserved by Archeology Department. People of Gujarat and Madhya Pradesh take part, worship to Shivji with Bhajans. There is ancient Shiva Temple at Triveni confluent (Triveni sangam) to Dudhmati, Kharod and Kadi rivers at Radiyati village of Dahod district. Here Amali Agiyaras fair is held where people participate with their traditional cloths and musical instruments. In addition, in this fair devotees of Shiva with long hairs and with ash on their body try to impress Lord Shiva and take the Prasad of Bhang.

Hasteswar Mahadev is situated at Hathidhara village of Limkheda taluka and Amali Agiyaras fair. In this fair, newly married couples togher, with grains, water and coconut walk around the temple and pray for their happy marriage life. The main attraction of this fair is these newly married couple. Temeple of Nadeswar Nad Damayathi is situated at Nadu village of Dhanpur taluka. It is believed that Nal and Damayanti rested at this place during their exile. The special importance of this fair is the Deathless love story of Nal-Damayathi. Those who are unhappy in their marriage life, take oath of Nal-Damayati on this auspicious day and return the next year dancing with Dhol, Nagada, Thali etc. if their wish is over , and

celebrate the fair. Hence, in Dahod district all fairs are beautifully organized on Doda Ropani and Amali Agiyaras. In this fairs, sword dance of Adiwasis remain as attraction centre. The people here are fond of celebration, celebrate all festival with tradition. The second day of Holi, Chul fair is main festival here. At this day, people walk on fire to fulfill their wishes.

During the days of Holi varieties of fairs are organized in Dahod and Panchmahal district. Gol-Gadheda and Chadiya's fair are organized during Holi time. Fair of Gol-Gadheda, organized at Jeshavada village, is very famous. In this fair, man and woman known as Ranglo-Rangli, come here to enjoy in with flute and handkerchief in their hands. In this fair, people also come with traditional dresses, musical instruments etc. where women and men come singing Fagun songs and marriage songs. Additionally, they also perform sword dance with bits of ancient Dhol. People from nearest and far away villages participate in the event in huge numbers. Local tree known as Shemalo with big trunk and bag of jaggery on the top, is planted. Some young people climb on the stem to get jaggery. But, girls around the stem beat the men with full effort and force, and finally some of man may be able to climb to get jaggery even though he is being beaten by girls just like donkey, hence fair is known as God –Gadheda no medo in local language. Man who is able to get jaggery, becomes famous among girls, and make lifetime companion to the girl whom he likes!! Thus, this fair remind us about ancient *Svayamvars*.

After the second day of Dhuleti, at Dhanpur village of Dahod taluka, Chadiya's fair is organized. Here, on the day of fair local people tie cash money in white cloth, coconut and jiggery on the big wooden pillar. Those man who have not child, climb on that pillar. Around the tree, women are seen singing songs and dancing.

Adiwasis believe in different gods and goddess. To save from fear and to obtain different benefits, they worship different gods and goddess and sacrifice different animals. It is tradition to sacrifice animal to impress goddess at the time of Navratri. Bhils of Panchmahals and Dahods believe in different gods-goddess such as kalka mata, Okha, Zanpadi, Sudai, Ghodajo, Birbaj, Indraj, Kachumber, Vagajo, Kohajo, Hadarjo, Manato, Mozida etc. Home of such gods is not any big church or temple, even they don't have much adornment or decoration. Generally, they have their place at the out skirts of the village, or at some big banyan tree or any tree such as Shimalo (Flame of forest), Mahudo (Honey tree), Piplo (Bodhi tree), Ambali (Tamarind tree) etc. Most of fairs organized here also resemble with one another.

In different seven talukas of Dahod districts, different markets are also held where, Monday in Zalod, Tuesday in Limbadi on Wednesday in Dahod, on Thursday in Garbada, Friday in Jeshavada and Dhanpur on Saturday in Fatepura on Sunday in Limkheda are held. These markets provide specific identity to this place. Weekly fairs are organized at taluka levels where, cereals, pulses, oilseeds, fruits, vegetables, home used things, preparation of bamboos, baskets etc. are bought and sold by people. Specific identity of Adiwasis, arrow-bow and catapult are in the centre of attraction. In this local markets, even some merchants also buy materials from people selling under the trees.

In sahera market yard, animals like bullock, calves, hens, goats, buffaloes etc. are sold. These markets provide chance to select proper animals, or to buy and sell animals. Farmers buy bullocks before rainy season from these markets. Buying methods of these animals are also different. Seller, owner and buyer meet with each other and fix prices for animals to sell. At the time of fixing price, they shake hands, fix the price sitting, holding the fingers of hands covered with handkerchief. After fixing price of animal, broker takes brokerage (commission) from seller and buyer. In this area, mostly cow, bullocks, buffalo, sheep's, goats and poultries are sold and bought.

In such hat fair-Hat markets, government publish tenders to provide place to marchants. Marketing yards also takes different taxes from farmers and marchants, and provides receipt to them. In the markets of these area, people buy weekly or monthly shopping for their lively hood. Adiwasi people come in huge numbers to buy different things starting with the clay utensils, metal utensils, broom, to all livelihood things from these markets, and hence becomes centre of attraction. Thus, agricultural equipments, vegetables and all livelihood things are available here with reasonable and cheapest prices. So, there is special importance given to these markets by them, and they buy things. Hat markets are known as integral organ of their lives. Atmosphere of these hat markets are just like any fair. Adiwasi keep or save required quantity of cereals for their family, and rest of the material is sold in these fairs. In return, they buy different lively hood things. Huts of Adiwasi are scattered and in out skirts of forests hence, there is no chance for business. As a result of this, these kind of hat fairs are organized.

People of Adiwasi, buy also with the cost of money instead of cereals. At the Limadi village of Dahod district, there is also big Hat organized. In this Hat mostly, clothes, lively hood things, different preparation of Bamboo, poultry and hens are sold here.

List of Adiwasi folk fairs organized in Panchmahals district

No.	Month	Tithi	Name of village	Detail of place of fair
1.	Kartak	Bestu Varsh	Garbada	Gai Gohri Fair
2.	Kartak	Kartak shud Punam	Santrampur	Mangadh Dungar Fair
3.	Maha	Shviratri	Lavana	Kaleshwari Fair
4.	Maha	Shviratri	Dhaba Dungari	Dhaba Dungari Fair
5.	Maha	Shviratri	Bondibar	Bondibar Shiv Mandir Fair
6.	Maha	Shviratri	Randhikpur	Shiv Mandir Randhikpur Fair
7.	Maha	Mahavad Chavdas	Cakaliya	Shiv Mandir Fair
8.	Maha	Maha Sud Punam	Near Mahisagar Nadi	Nadinath Mahadev Tempele fair
9.	Fagan	Fagan Sud Akam	Lilar	Chul fair
10.	Fagan	Fagan Sud Akam	Gangardi	Chul fair
11.	Fagan	Holi Pacham	Kevadiya	Kevadiya Fair
12.	Fagan	Fagan Vad Pacham	Pepero	Chadiya fair
13.	Fagan	Fagan Sud Sath	Jesavada	Gol Gadheda Fair
14.	Fagan	Fagan Sud Amli Akadasi	Adalvada	Naleswar Tempele fair
15.	Fagan	Fagan Sud Pacham	Katvara	Gol Gadheda Fair
16.	Fagan	Dhuleti	Saniyada	Chul fair
17.	Fagan	Dhuleti	Raniyar	Chul fair
18.	Fagan	Amli Agiyaras	Batakwada	Batakwada Fair
19.	Fagan	Amli Agiyaras	Orvada	Shiv mandir Orvada fair
20.	Fagan	Amli Agiyaras	Bavka	Shiv Mandir Bavka fair
21.	Fagan	Amli Agiyaras	Kanjeta	Kanjeta fair
22.	Fagan	Amli Agiyaras	Garadu	Shiv Mandir Garadu fair
23.	Fagan	Amli Agiyaras	Mota Hadhidhara	Mota Hadhidhara Fair
24.	Fagan	Amli Agiyaras	Tanda	Tanda fair
25.	Chaitra	Chaitri Punam	Pavagadh	Pavagadh Mahakali fair
26.	Chaitra	Chaitri Punam	Lilva Thakor	Lilva Thakor zalod fair
27.	vaishakh	Akhatrig	Pipar Gota Ratanmahal	Pipar Gota Ratanmahal Fair
28.	Ashad	Ashad vad Punam	Shahera	Mardeswar Mahadev fair
29.	Ashad	Sharavsn Sud Punam	Santrampur	Ravedi fair
30.	Ashad	Sharavsn mas Somvar	Timba Tuva Gam	Timba Tuva Bhimchori fair
31.	Ashad	Sharavsn mas Somvar	Chosala	Kedareswar Tempele Fair
32.	Ashad	Janmastmi	Morva	Tarsang Dungar Fair
33.	Ashad	15 Augest 26 January	Parel	Swatantra Parva fair
34.	Ashad	30,31 December 1 january	Dahod	Fud & Fun Fair
35.	Ashad	Dholl Fair	Dahod	Citi Graund Dahod
Adivasi Hat Fair				
No	Month	Day	Name of village	Detail of place of fair
1.	Avery Month	Monday	Zalod	Hat Bazar
2.	Avery Month	Tuesday	Limdi	Hat Bazar
3.	Avery Month	Wednsday	Dahod	Hat Bazar
4.	Avery Month	Thursday	Garbada	Hat Bazar
5.	Avery Month	Frیده	Jesavada,Dhanpur	Hat Bazar
6.	Avery Month	Setarday	Fatepura,Shahera	Hat Bazar
7.	Avery Month	Sunday	Limkheda	Hat Bazar

In the present Paper entitled “ Effect of tribal, traditional local public fairs held in Panchmahals, Gujarat, on the ethnic-public life of the local people-A study” is discussed in detail. During 1991 to 2001, district was divided and newly Dahod district came in existence from eastern talukas. From the district Panchmahals of Gujarat, district Dahod came in existence on 2/10/1997. In the present study, folk fairs organized at different taluka centres and villages of Panchmahals/Dahod are discussed. Here, an effort has been made to conclude from my research from these fairs, are given below.

1. Most of people of Panchmahals district are belonged to villages. Due to border areas and lacking of education, Panchmahal district is considered as one of the back ward district. There is Industrial development in the area furthermore, the area is in outskirts hence agriculture is mostly rain dependent, and thus society here is economically backward. Mostly people do labor work in contract or retail otherwise they depend upon agriculture.
2. Different fairs organized in different areas impress to society in different ways. Even fairs in Panchmahals are not exception. There is increased religious considerations among Adiwasi people due to fairs organized here. Ideology of religion and service for people has been developed in people here. These fairs provide moral of truth and non-violence. Since, ancient times, people believed in *Shakt* religion, and still they believe.
3. Here, primary agriculture, animal husbandry, general skill based industry were main source for their subsistence. There was lack of long vision for economy. People were content, as they neither worried about future nor even about tomorrow. Such economic matters, society management and society traditions were strictly followed; hence different traditions were being strictly performed. Roots of orthodox traditions were too deep. People here were nature adorer, furthermore; they were greatly influenced by god-goddess, temples, Dargahs, adoration, incantation. There was wastage of money behind religious traditions. Wine was main equipment for fun and daily life. Since recent time, with the increase in education, science and technology such as TV, Radio, newspapers were started to spread and political, economical and social revolution had also started. Thus, because of fairs people came in touch with one another, which changed their mode of life, traditions, and belief also in some amount.
4. Among different revolutionary factors in Panchmahals, education revolution was one of the important factors. Initially, there was very less or no education status. There are very less examples available where British government and old kingdoms were giving education with proper method or they established any schools or hostel. Panchmahals geographic condition and people's mentality were also reasons for less education awareness. Different evils such as child marriage, castism, superstism, magic, opium, wine in different communities were famous hence people of different communities were affected by such evils. Because of effort of different saints, mahants, and leaders in fairs, there is decrease noted in wine drinking and meat eating like evils. For example, in Santrampur area Adiwasi people has changed because of preaching of Govindguru. Even wastage of money at religious occasion has also been controlled. So, because of local fairs there is improvement noted in different evils or an environment has changed for improvement among people of the region.
5. Culturization occurred in Panchmahals district is one of the major conclusion. Fairs have been organized at different religious places, at different temples, at different churches and at different places of saints and *Peers*. So, people meet here at these places and due to different activities in the fairs such as worshiping tradition, culture, tradition, speech, religious activities, preachings of saints etc. result in one educated and improved group where idea of conduct, body cleaning, wine, meat, bed-traditions etc. are sacrificed, hence has become activity of improvement.
6. There was mix religious of people staying in villages of Dahod region. Fairs organized here were the main centre of the spread of their religion. Even from the earlier time, they were known as nature worshiping people. Because of influence of fairs, there have been toned changes against old evils such as child marriage, wine and meat, faith towards religion and mis-use from different wrong persons (*Devala-Bhopala*). With that, they also choose their life partner in the fairs hence, feel independent to live their life.
7. Economy of Panchmahals has also changed. During early time, they were depended on agriculture, animal husbandry, general skill based industry and laborship. Life style was medium

type. People were not fond of earning much, preserving materials etc., but they were content. In today's fair here, agriculture fairs, markets, animal fairs, farming etc. are arranged (at weekly intervals Gujarati or Adivasi weekly fairs) hence agriculture, animal husbandry and livelihood things are easily available in these fairs. Because of influence of these fairs, old traditions, life style, clothes, speech, catering etc. have also changed.

8. In some areas, due to fairs, there is linked talk of miracles at all the places. Even superstitions are also found at all places. In short, people have attracted towards different persons, Bhuvans (old persons which can do miracles), god-goddess etc due to these fairs. Stiffness is increased among people here step by step and hence, fairs have given birth to new negative approaches and superstitions.
9. In new changed era, business fairs organized in cities are different compared to fairs in villages. Village fairs are mostly aimed for fun and religious point of view and other matters are not with much importance. There is business in the centre of business fairs, and entertainment here in such fairs if of that type; Folk fairs are known to keep alive different traditions as well as folk culture, in present keep beating past. Business fairs are celebrated with village decoration. Somewhat, these folk fairs borrow outer celebrations but generally there is no inter change among people.
10. As the point of time and place, these fair inspire traditions. They also provide missing links to society for development. Sometimes, they are inspired by religious faith. People spread and buzz religious thoughts to whole Panchmahals. Ultimate aims of my subject are that people of all communities get aware of these fairs, start to visit fairs, get blessings of saints, come out of superstitions and see real culture, obtain some good elements or knowledge, finally change their stiff real or behavior. Additionally, total detail will be available in described project.

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ICT IMPROVING SELF CONFIDENCE AND OPPORTUNITIES IN PEOPLE OF RURAL AREAS

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Abstract

India is an infrastructure poor country. Majority of the villages lack transport facilities and fewer infrastructures. As a result commute for business or job; studying as well as better medical facilities is time-consuming for people of these villages. This paper suggest that encouraging the use of an information and communication technologies tools and different training workshops on e learning, telemedicine, video conferencing, e business ,e governance, online treading, net banking in rural areas improves self confidence and opportunities in people of rural areas.

Keywords : Rural area, ICT, Internet

1. Introduction

India is a nation comprising of many villages, with more than 60% of its population residing in villages. So the next logical thought will be that the standard of living will be good but unfortunately this is not true. Majority of the villages lack transport facilities, poor infrastructure as well as water and sanitation facilities. As a result commute for business or job; studying as well as better medical facilities is time-consuming for people of these villages.

This is where ICT kicks in. ICT is a medium by which Internet, Computer, Hardware, Software, Telephone as well as television and many such other electronic instruments are integrated and information is provided by means of visual as well as audio aids. E.g. Using ICT all farming related information can be provided. In a similar way different government services are provided in villages without visiting one. Moreover basic infrastructure can be made sounder using this technology.

By using ICT data with different formats can be stored and even their analysis is possible. Once stored the data can be transferred from anyone place to another place in entire world with ease and speed using ICT. The transmission as well as receiving end, both operates at satisfactory speed.

2. ICT as a tool for social change

With the advent of ICT it is possible to provide effectively different type of services pertaining to different fields to even the most remote places. Hence ICT can be considered as a beneficial tool for social change. Various fields which can be integrated are as follows

a. Education

In villages many students study in schools as well as colleges which are very distant to their native place due to lack of quality in education facilities. In such a situation with the help of “E- Learning” one can download necessary literature pertaining to one’s field of study in form of text, audio as well as video whichever is desired. Once such information is stored it can be accessed at any time using computer. Any query associated with learning can be solved using internet. What more, even online courses as well as online examinations are available on internet.

b. Health Care

In villages for different medical services, specialists are always not easily available. In such circumstances by use of telemedicine as well as videoconferencing experts in medical field can diagnose the disease and prescribe the required medicines. Thus there is no need to go in a city for visiting any specialist. Also serious diseases are diagnosed in their initial stages.

c. Business

Any kind of business can be done by use of ICT any time anywhere. In villages there is no facility to compare product features as well as prices so no healthy market system while on the contrary by using ICT the comparison is effortless. Moreover it is also possible to place an order for any item online. Thus people residing in village can trade with entire world without any intermediation.

d. Online trading

Apart from product trading it is also possible to trade in stock markets, gold markets and other such commodities. Such trading can take place right from the home.

e. E-Governance

E-governance is the application of Information and Communication Technology for delivering services, exchanging information and executing transactions. Through e-governance, the government services are made available to the citizens in a convenient, efficient and transparent manner. With the help of E-Governance different government services like different types of Tax Payments, e-payments, RTI, Etenders etc can be provided to rural areas.

f. Online Banking

With the advent of Online banking the transaction of money between people residing at distant places has become very easy, quick and efficient. Moreover Electricity Bill, Phone Bill, etc can be paid while sitting at home; Also tickets for State Transport, Railways, Airways, etc can be arranged easily by using online banking. Even reservation in hotels can be done using online banking.

3. Example of ICT in rural areas

In India "SEWA" organization facilitates employment to women skilled in different arts and crafts, working in cottage industries in rural India. The means of providing employment is E- Commerce by using different web-sites such as www.banascraft.org and www.kutchcraft.org.

In Andhra Pradesh, Ranga Reddy district, 11 villages are integrated by agricultural industry in such a manner that any new innovations and techniques founded by researchers is directly conveyed to the farmers via ICT and the feedback of the farmers regarding the same is conveyed to the researchers in a similar fashion.

In India well known e governance activities such as edhara in Gujarat, bhoomi in Karnataka or gyandoot in Madhya Pradesh and many others in different states have lead to effective and transparent e governance.

State Bank of India (SBI) has integrated all the branches via "Net-banking" due to which people of rural India can be benefitted by privileges such as money transfer, bill payment, online fixed deposit, etc.

With the help of ICT, events happening all over the world is accessible to rural India. Moreover one can pursue one's interest with the help of E-Magazines as well as E-Book if actual resources are not so easily available.

Rural India is adopting ICT with slow but firm steps as it is incorporated in government services, business policies and different social activities. By using ICT masses are realizing vast pools of their own talent and are gaining more self confidence and self esteem.

4. ICT Training Workshop

Various workshops should be arranged so that most of the people can be benefitted by ICT. Workshops instructing farmers on how to get acquainted with latest trends in farming, new fertilizers, innovative techniques as well as ingenious instruments related to farming should be organized. Moreover farmers should be instructed in this workshop on how to get the needed accessories online by use of ICT. Also information on how the farmers can know about different government schemes benefitting them should be provided.

Information about new business plans and opportunities should be provided to the budding entrepreneurs by using ICT using different workshops as the platform. Also they can be trained on how to use ICT to do business depending on their capabilities and skills.

For rural population workshops as well as conferences should be organized where they can be taught how to fully optimize various government schemes with little cost and little time.

For house-Wives, different training programs can be organized which are exclusively for ladies and by ladies. This will encourage the women of rural India to participate fearlessly. Women should be taught on issues like banking, paying bills, shopping, reservation, and information regarding the kid's education.

5. Conclusion

For a huge country like India where rural part comprises of the majority of the population, ICT can be a boon, a quick and effective way to boost business, employment, education, medical facilities, entertainment, etc. Thus in this way ICT is a crucial tool which can reduce if not eliminate the inflow from rural to urban INDIA.

For enjoying all above-mentioned privileges, the people of rural India must accept and adopt the ICT. Moreover for encouraging the use of ICT, Government of India should implement various programs as well as workshops as to provide the internet facilities to the villagers cheaply and quickly.

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HR AUDIT: A TOOL FOR ORGANIZATIONAL EFFICIENCY

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Abstract

In this study an effort is made to explore the implications of HR Audit on organizational efficiency and from the ground research it was found that there is High confusions and friction in values and approach. Therefore, HR practitioners need to strengthen their partnership and credibility with their stakeholders by involving them in policy making and communicating constantly.

Keywords : Human Resource audit (HRA), Organizational efficiency (OE)

Introduction:

Human Resource effectiveness tools such as HR audit are concerned with the examination and evaluation of the policies, procedures and practices with reference to the human resource of the organization. It is a periodic review to measure the efficiency and effectiveness of Human Resource Management. Although there is no legal obligation to conduct HR Audit, it is considered important for improving the performance of human resource, controlling the cost of labor and meeting the challenges of the trade union. It is clear that study in the HR Audit sector is very limited. So it is necessary to find out the organizations that have HR Audit practices and to study on HR Audit practices perception of employees. The researcher identified the award winning company of Mando Automotive India Limited. The study was done based on questionnaire with a sample of 452 Operating Engineers (OE) respondents and 200 Staff respondents. Findings reveal that the perfect and rational HR Audit practices perception of employees in Mando Automotive India Limited.

Today the Human Resource department is playing its role towards organization as well as towards the society in which it operates. For fulfilling these multidimensional responsibilities, it is necessary to evaluate the performance of Human Resource department at regular intervals for measuring its effectiveness and efficiency for achieving the goals of organization. This evaluation of HR department and its practices is done through the process of HR Audit which tells the organization about its present standing and condition.

HR audit is conducted in the organization to review and assess the quality of human resource practices and policies. The team of HR audit consists of HR experts and consultants evaluate the activities of HR department in terms of effectiveness and efficiency. They appraise the role of HR department in achieving the strategy of the organization through this audit. The major quantifiable deliverables of HR audit are satisfaction of employees regarding the HR practices and policies, minimize the regulatory fines and law suits, increase in efficiency and effectiveness, clarity and understanding of employees regarding the HR functions and procedures, low turn-over rate and high retention of best employees.

The main purpose of this paper is to evaluate the performance of HR department of chosen organization by appraising its practices through HR audit and to find out the role of HR department in achieving the overall objectives of business. As Frans (1999) explicates Human Resource Audit as a measure to take snapshot of the HR department's current performance for further improvement in its systems and procedures for enhancing the efficiency and effectiveness of the organization in general. Therefore, this paper analyzes the performance of HR department of chosen organization by assessing its practices and policies and the role of this department in the overall growth of the organization.

A good number of CEO's saw a hope in HR for most of their problems, issues and challenges. It is estimated that on an average, establishing a new HR department with a small size of about five professionally trained staff costs about two million rupees per annum in terms of salaries, another ten million in terms of budget (e.g., training budget, travel etc.) and probably about five to ten times the amount in terms of managerial time costs and opportunity costs. This is because HR systems are people-intensive and require a lot of managerial time.

In spite of these investments in a number of corporations, there is a widespread feeling that HR has not lived up to the expectations of either the top management or the line managers. There are also examples of corporations where HR has taken the driver's seat and has given a lot of benefits. In today's competitive world, 'people' or employees can give a good degree of competitive advantage to the company. To get the best out of the HR functions, there should be a good alignment of the function-its strategies, structure systems, and styles – with business goals (e.g., financial and customer parameters). It should be aligned both with the short-term goals and long-term strategies. If it is not aligned, the HR function can become a big liability to corporations and they will have no alternative but to close their HR departments. Besides this alignment, the skills and styles of the HR staff, line managers and top management should be in synergy with the HR goals and strategies. HRC audit is an attempt to assess these alignments and ensure that they take place.

HR audit is a comprehensive evaluation of the current HR strategies structure, systems, styles and skills in the context of the short and long term business plans of a company. It attempts to find out the future HR needs of the company after current HR activities and inputs. In India, a methodology for auditing the HR function called HR audit, is implemented in many companies.

Meaning of HR audit:

HR auditing is a basic tool for the management of a company. Its objective is not only the control and quantifying of results, but also the adoption of a wider perspective that will aid in defining future lines of action in the HRM field. Thus, HR auditing must perform two basic functions [Brown, M. G. 2000]. First, it must be a management information system whose feedback provides information about the situation in order to facilitate the development of managing processes or the development of HR. On the other hand, it must be a way of controlling and evaluating the policies that are being applied, as well as the established processes.

HR audit is a comprehensive evaluation of the current HR systems and strategies, structure and competencies, culture, and impact in the context of the short and long-term business plans of a company. It starts with the long-term and short-term plans of the company and attempts to assess the competency requirements of employees to achieve these plans. In the context of these competency requirements, an attempt is made to assess:

1. The competencies needed at present;
2. Existing systems to develop these competencies;
3. The adequacy/inadequacy or maturity levels of these systems;
4. Existing structures and competencies and their adequacy /inadequacy;
5. Commitment levels exhibiting mechanisms to further it or build work motivation ; and
6. Work culture and methods of building the same.

Role of HR Audit in improving organizational efficiency:

The audit helps to point out areas of modification for meeting the organizational needs in the following areas.

1. HR Competencies:

HR audit attempts to assess the competence of various personnel through knowledge testing attitude and values testing, 360 degrees assessment, HR function assessment, and assessment centres. This covers the competency levels of the HR department, line managers, top management, union representatives, and the HR staff. It also covers the professional preparation of the HR managers and the competency levels of the

HR department as a whole. The audit, therefore, helps discover the areas of strength as well as the development areas, thereby strengthening the HR effectiveness in the organization.

2. HR Structure:

While appropriate structure is required to manage the function given the importance and complexity, common occurrence is indiscriminate expansion of the system due to lack of review and streamlining. The audit attempts to evaluate the appropriateness of the structure, value addition in terms of competencies and role performed, and the extent of support to the business strategy.

HR structure is very vital to the organization and deals with task structure, role relationship, manpower, competence, infrastructure facilities, and organizational processes. The HR audit attempts to highlight the current status, strengths, weakness, cost-effectiveness, and others vital elements of the HR structure, and aligns it in accordance with the business goals of the organization.

3. HR Styles:

The effectiveness of various HR systems and the extent to which they are likely to get the desired results depend upon the style of the top management. Any HR audit has to take into consideration the styles of the top management and whether or not they are congruent with the HR philosophy. Indian managers have been found to exhibit three styles: benevolent, critical, and development. While the developmental style is most congruent with HR philosophy other styles may have to be used occasionally depending on the situation, person and nature of issue. While a developmental and empowering philosophy should constitute the core of the styles, effective use of the other style may be needed to run the system or its subsystems.

4. HR Culture and Values:

The HR audit also attempts to study the extent to which the organization has OCTAPACE values and culture, that is, a culture which fosters Openness, Collaboration, Trust, Authenticity, Proaction, Autonomy, Confrontation, and Experimentation. Such a culture can be built only by an enlightened top management and hence the audit takes into consideration the styles of the top management and whether they are congruent with the HR philosophy or not. In case of the lack of congruence, the audit should indicate the current dominant styles used by most managers and their impact on the employees.

Therefore, practice of HR audit for improving the organizational efficiency has become need of the hour.

Organisations implemented human resource audit

1. INFOSYS

In the financial year 1995-96, Infosys Technologies (Infosys) became the first software company to value its human resources in India. The company used the Lev & Schwartz Model (Refer Exhibit I) and valued its human resources assets at Rs 1.86 billion. Infosys had always given utmost importance to the role of employees in contributing to the company's success. Analysts felt that human resources accounting (HRA) was a step further in Infosys' focus on its employees. Narayana Murthy (Murthy), the then chairman and managing director of Infosys, said: "Comparing this figure over the years will tell us whether the value of our human resources is appreciating or not. For a knowledge intensive company like ours, that is vital information."

The concept of HRA was not new in India. HRA was pioneered by public sector companies like Bharat Heavy Electronics Ltd. (BHEL) and Steel Authority of India Ltd. (SAIL) way back in the 1970s. However, the concept did not gain much popularity and acceptance during that time.

HRA enabled companies to understand whether the skill sets of their human capital was appreciating or not. R. Krishnaswamy, an actuarial accountant, said, "The value can be used internally by an organization to make comparisons from unit to unit, from year to year, as well as within its industry."

The benefits of adopting HRA were manifold. It helped an organization to take managerial decisions based on the availability and the necessity of human resources. When the human resources were quantified, it gave the investors and other clients true insights into the organization and its future potential. Proper valuation of human resources helped organizations to eliminate the negative effects of redundant labor.

2. TVRLS: Leading HR Audit Consultant in India

TVRLS is one of the renowned companies known for its HR Audit services. TVRLS was set up in Ahmedabad in April 1996 by Dr. T.V. Rao (Ex. Professor IIM-Ahmedabad & a pioneer in the area of HRD/OB & OD). TVRLS as a unique behaviour system company extends its services to the corporate/organizations/social & educational institutions to help them realize their business objectives through building competency of organizational associates. Over the past 13 years, 600 organizations & 30000 individuals have benefited by having gone through workshops/consultations/management development programs/ feedback/ coaching/ counseling sessions & conferences.

3. BMW Group

BMW is an internationally renowned manufacturer of prestigious cars; the company is recognized around the world. The BMW Group manufactures automobiles and motorcycles, with a strong emphasis on outstanding quality for its three premium brands: BMW, Rolls-Royce and MINI. The company was established in Germany in 1916. It has a presence in over 160 countries, with 21 manufacturing plants on four continents and global headquarters in Munich, Germany. It employs over 100,000 people worldwide, 9,000 of them in the UK.

The function audit centers on "observing if the procedures applied are the adequate ones and if they function correctly. That is, checking to see if the relationship between objectives and procedures is a satisfactory one and if this has been achieved in the most cost effective manner" [1998].

HR audit is to study and analyze each one of the specific areas of HRM. The analysis should center on the planned measures, the method of implementation, and the results obtained. In order to carry this out, the areas that are to be studied must first be identified. Afterwards, a list of the indicators that will serve to analyze each of them must be made.

The qualifications, motivation and creativity of its employees are decisive for the BMW Group's success. The almost 106,000 employees worldwide work in an environment that is defined by trust, esteem, mutual understanding, performance and reward. The corporate culture that has evolved over the years is the reason for the employees' great dedication and their strong identification with the BMW Group. This is supported by the good cooperation between company management and works council. Uniform human resources and social policy guidelines apply for all employees worldwide. The objective of the Company's value-oriented and values-based human resources policy is to constantly promote and develop its employees. Personal development opportunities along with flexible work time arrangements make the BMW Group a successful, attractive employer who is able to cope with social challenges, such as demographic change.

Companies assume responsibility for their economic success as well as for the environment and society. For only companies that take account of the interests of people and the needs of the environment, i.e. that operate sustainably, can achieve long-term economic success. For the BMW Group, sustainability management means using resources efficiently and sparingly, recognizing and minimizing risks, acting in a socially responsible way and thus enhancing the Company's reputation. In doing so, both the management and employees constantly strive to improve on their achievements. Since sustainable actions provide the basis for viable development, the BMW Group takes this responsibility.

Company knows how to deploy its strengths with an efficiency that is unmatched in the automotive industry. From research and development to sales and marketing, BMW Group is committed to the very highest in quality for all its products and services. The company's phenomenal success is proof of this strategy's correctness.

4. Cement Corporation of India:

The corporation recognizes that human resources are of vital importance and significance to an enterprise and constitute a primary segment of the total resources held. The CCI "gives utmost attention and priority to maintain the human assets in fettle". The concern has made good progress in the management of human resources. "In the absence of a clear-cut, well defined and universally accepted model for evaluation of the economic worth of human assets of a company, an attempt has been made to assess the same, by working out the present value of the anticipated future earnings of the employees, taking into account the present pay scales and the promotion policies being followed.

5. Bharat Heavy Electricals Ltd:

BHEL recognizes that “in any organization, the value of its employees cannot be over-emphasized”. It has been valuing and reporting human assets for the past 13 years. It has recorded impressive progress on this front. The human assets valuation is carried out by basically following the Lev and Schwartz [5] model with the following assumptions:

- Present pattern in employee compensation including direct and indirect benefits including the effect of wage revision;
- Normal career growth as per the present policies, with vacancies filled from the level immediately below ;
- Weightage for changes in efficiency due to age, experience and skills;
- Application of a discount factor of 12 per cent per annum on the future earnings to arrive at the present value.

Ground research:

Author had informal interaction with ten HR practitioners and their perception about HR audit is mentioned below:

1. Lack of understanding and appreciation of the top management about the significance of HR audit and its linkages to business, because of the following factors:
 - Top management was not happy with quality of the recruitment process and the candidates selected.
 - Career planning and Succession planning are not given the much needed attention
 - Induction programs were not well structured and properly aligned with the business objectives.
 - Training needs are not identified and implemented
 - The objectives of the performance appraisal system was not clearly stated, hence its implementation varied from person to person.
2. Lack of competent HR staff and no effort is put to train HR staff in order to enhance their competencies.
3. High confusions and friction in values and approach
4. The HR practices are well-aligned with the needs of the organization and very supportive in achieving the goals of the organization which is shown by the company’s growth trend in terms of profit and the company as a whole. The turnover rate of the HR, finance and marketing departments is very low and equal to 1% whereas other departments have high turn-over which is 10-20% due to the project based nature of the company. The company is on the way of achieving its business strategy with the help of HR practices and policies.

Suggestion:

HR practitioners recommended the following actions to be taken to make the practice of HR audit effective:

1. HR managers need to recognize stakeholder’s expectations and understand the overall business and strategic context of their function. As the expectations from HR function are changing, they are expected to perform more value-adding functions and activities.
2. HR functions should focus on intellectual capital generation activities, and at the same time ensure a good return on investment (ROI) on training and other interventions rather than merely facilitating in-house training activities.
3. HR practitioners need to equip themselves with the capacity and competencies needed to build the HR function as a hands-on, proactive strategic partner with practical contributions to organizational goals and performance effectiveness.
4. HR practitioners need to strengthen their partnership and credibility with their stakeholders by involving them in policy making and communicating constantly.
5. A potential appraisal system should also be introduced.
6. Briefing sessions should be held by the HOD to ensure that the employees take the program seriously and make good use of the opportunity.

Conclusion:

In order to develop HR into its proper undertaking – that of strategic business partner-it becomes important for organizations to evaluate their components of HR in terms of alignment with business strategy and needs, and use this perspective to enhance and further strengthen HR. This evaluation is what the HRC audit attempts to do.

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A COMPARATIVE STUDY ON FDI INFLOWS AND OUTFLOWS FROM DEVELOPED, TRANSITION AND DEVELOPING COUNTRIES TO THE WORLD FDI

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Abstract

The principle objective of this paper is to study the FDI inflows and outflows from developed, Transition and developing nations and compare them to world FDI inflows and outflows for the past ten years (2001-2011). The data is analyzed using line graphs and trend analysis. It was concluded that developing nations must take a big stride forward to force deeper regional integration. Both inward and outward investments must be intensified in order to place and position the developing nations in the forefront.

Keywords : Foreign Direct Investment (FDI), United Nations conference on Trade and Development (UNCTAD)

THEORETICAL SETTING:

Foreign direct investment is direct investment into production in a country by a company located in another country, either by buying a company in the target country or by expanding operations of an existing business in that country. FDI flows represent long term investments made abroad bringing together with capital and entrepreneurship, technology and managerial know how and sometimes even market access. Foreign direct investment is done for many reasons, which includes – to take advantage of cheaper wages in the country, special investment privileges such as tax exemptions offered by the country as an incentive to gain tariff-free access to the markets of the country or the region. Hence, they are seen by developing countries as catalysts of development. Therefore, most developing countries actively seek to attract FDI inflows with different policy instruments.

According to IMF, “FDI is the category of international investment that reflects the objective of obtaining a lasting interest by a resident entity in one economy in an enterprise resident in another economy. It is the international movement of capital for specific investment purposes. Such investments are made for the purpose of actively controlling property, assets, or companies located in host countries. Many economists are of the opinion that FDI is an important element of economic development in all countries, especially in the developing ones.

Global Scenario

Global FDI inflows rose in 2011 by 16 per cent compared with 2010, reflecting the higher profits of TNCs and the relatively high economic growth in developing countries during the year. Similarly, Global FDI outflows rose by 17 per cent in 2011, compared with 2010. This rise was driven mainly by growth from developed and developing countries. The rise was widespread, covering all three major groups of economies – developed, developing and transition – though the reasons for the increase differed across the globe. While the increase in developing and transition economies was driven mainly by robust Greenfield investments, the growth in developed countries was due largely to cross-border.¹ FDI flows to transition economies also continued to raise accounting for another 4 per cent of the global total. This is mainly due to a number of large cross-border deals in the Russian Federation targeting the

energy industry. In contrast, Africa, the region with the highest number of LDCs and West Asia continued to experience a decline in FDI.

Percentage contribution towards total SAARC inflows is approximately 85 % whereas percentage contribution towards outflows is approximately 96%.²

Indian Scenario

India is potentially active in terms of investments and provides a galore of opportunities to the foreign players into the market. According to UNCTAD report, India is considered as second most important FDI destination (after China) for transnational corporations during 2010–2012. Also, the sectors which attract the foreign companies to set up branch offices and carry out outsourcing activities are services, telecommunication, construction activities and computer software and hardware. All these have opened up innumerable options for the foreign investors to expand their businesses at a global level.³

India is claimed to be the fifth largest economy across the globe and ranks third in the Gross Domestic Product in entire Asia, which is one of the most significant factors responsible for FDI Inflows in India. India offers maximum opportunities for foreign investments, which have been a major cause behind the flourishing economy of the country. The FDI Inflows in Indian market as accounted for the year 2006-07, stood at USD 2,171 million. *The major sources of FDI inflows into India are Mauritius, USA, UK, the Netherlands, Japan, Germany, Singapore and France.* On 14 September 2012, Government of India allowed FDI; in aviation up to 49%, in Broadcast sector up to 74%, in multi-brand retail up to 51% and in single-brand retail up to 100%.⁴

Out of the 8 member SAARC countries over the last ten years, FDI outflow from India is the highest and stands at \$453121.97 million, followed by Pakistan and Sri Lanka. *Outward FDI* from India has mainly been by way of *equities and loans*. According to UNCTAD's World Investment Report 2011, based on the magnitude of FDI outflows, India was placed 21st in the world. In terms of value of net purchases (*i.e.*, cross border acquisition deals) by Indian companies in 2010, India was placed fifth in the World after the US, Canada, Japan and China. Singapore, Mauritius, Netherlands and USA are the top 4 destinations of outward FDI flow from India.⁵

Highlights of the latest trend figures concerned with FDI in India:⁶

- Increase in total FDI: 46.8%
- Rise in foreign equity: 36%
- Reinvested foreign earnings and other capital: \$3.2 billion
- Total FDI earnings (inward) in Apr-Jan 2011-12: \$5.7 billion
- Total FDI earnings (outward) increase: 2011-12: \$757 million 2004-05: \$2.4 billion

Companies that are interested in FDI in India:

- Wal-Mart (U.S.A)
- Target (U.S.A)
- Metro (Germany)
- Tesco (U.K)
- Carrefour (France)

REVIEW OF LITERATURE

The overview of the related literature is enunciated below:

- **IlaChaturvedei (2010)**,⁷“*Role of FDI in Economic Development of India*” has analyzed FDI inflows in India and found that there is high degree of positive correlation between FDI and Economic Development.
- **Devi Ram Khanal (2009)**, “*Foreign Direct Investment in Nepal*” has analyzed FDI in Nepal, comparison of flow of FDI with the world, South Asia, SAARC countries. He concluded that the trade pattern of FDI in Nepal is erratic, negative and declining.
- **Aradhana Agarwal (2008)**,⁸“*Regional Economic Integration And Working In South Asia: Prospects And Problems*”, argues that there is need to forge deeper integration within the South

Asian region and analyze the factors that can impede growth of both intra and extra regional FDI flows and explores how these constraints may be addressed through greater economic integration. The study concludes that a deeper form of cooperation is an urgent necessity for the region for promoting FDI.

- **Rupa Chanda (2010)**,⁹ *“Constraints to Foreign Direct Investment in Indian Hospitals”* examines the impact of a liberalized FDI regime in Indian hospitals on FDI inflows. The paper shows that there is hardly any FDI in Indian hospitals due to domestic constraints such as high initial establishment costs, low health insurance penetration, manpower shortages, high cost of medical equipment, and regulatory deficiencies. Investment liberalization must thus be supplemented by domestic regulatory reforms to create an environment that is conducive to all investors.
- **Suchismita Bose and Sudipta Jha (2009)**,¹⁰ *“Financial Crisis, Fiscal Deficits And Foreign Direct Investment – Lessons For India From Emerging Europe”* brings out the fact that though India is attracting FDI flows its fiscal deficit is increasing compared to the other economies like European Countries. India is not among the fast growing economies in spite of huge flow of FDI.
- **Neerja Dhingra and H.S. Sidhu (2008)**,¹¹ *“Determinants of Foreign Direct Investment Inflows to India”* identify the factors affecting FDI inflows to India by using the Exploratory Factor Analysis Technique. The findings of the analysis are four core factors affecting FDI inflows into Indian States – the financial strength of the state, development level of the state, size of the market and level of infra structure.
- **Burak Camurdan and Ismail Cevis (2009)**,¹² *“The Economical Determinants of Foreign Direct Investment (F.D.I.) In Developing Countries and Transition Economies”*. They developed an empirical framework to estimate the economic determinants of FDI inflows by employing a panel data set of seven developing countries and transition economies for the period of 1989-2006. The research included seven independent variables namely, the previous period FDI, GDP growth, wage, trade rate, the real interest rates, inflation rate, and domestic investment. Their study concluded that the main determinants of FDI inflows are the inflation rate, the interest rate, the growth rate and the trade (openness) rate etc.
- **Hill Hal and Athukorala Prema-Chandra (2009)**,¹³ *“Foreign Investment in East Asia: A Survey”*. This article focuses on three key issues: the impact of the recent Asian economic crisis on FDI inflow relative to other forms of capital inflows; the link between FDI and trade; and technology transfer and adaptation. It tries to understand the implications of the crisis for host-country policies and investment decisions of multinational corporations, and tries to indicate that FDI will continue to play a pivotal role in economic transformation, and in regional and global economic integration is clearly brought out.
- **Hattari Rabin and Rajan Ramkishan (2009)**,¹⁴ *“Understanding Bilateral F.D.I. Flows In Developing Asia”*. This study tries to analyze and examine foreign direct investment (FDI) flows between Asian economies. This paper uses bilateral FDI flows data to investigate trends in intra-Asian FDI flows over the period 1990–2005. It employs an augmented gravity model to identify the main determinants of intra-Asian FDI flows. It analyses the possible drivers of FDI flows, including transactional and informational distance real sector variables, financial variables and quality of institutions.
- **Iyare Sunday O, Bhaumik Pradip K, Banik Arindam(2004)**,¹⁵ *“Explaining FDI Inflows To India, China And The Caribbean: An Extended Neighborhood Approach”* find out that FDI flows are generally believed to be influenced by economic indicators like market size, export intensity, institutions, etc, irrespective of the source and destination countries. This paper looks at FDI inflows in an alternative approach based on the concepts of neighborhood and extended neighborhood. The study shows that the neighborhood concepts are widely applicable in different contexts particularly for China and India, and partly in the case of the Caribbean. There are significant common factors in explaining FDI inflows in select regions.
- **Bikramajit Sinha (2000)**,¹⁶ *“Inward FDI And Innovation In The Indian Service Sector”* analyses the linkage between inward FDI flows and innovation activity in Indian service sector. It studies the innovation in the service sector due to FDI. The study shows that in the first decade of the new millennium there has been tremendous growth in FDI inflow to India, fuelled mainly by the

unparalleled inflow of FDI in the services. Inflows of FDI in services are dominated by the financial services followed by banking, non-financial services and R&D services. But there appears to be no clear pattern of innovation in the different services sector. All the indicators indicate less innovation in the financial services.

OPERATIONAL DEFINITIONS

The Development of a Country is measured with statistical indexes such as Income per capita, Gross Domestic product, Life expectancy, the Rate of Literacy, etc.

Developed Country

A Developed Country or "more Developed Country" (MDC), is a sovereign state which has a highly Developed Economy and advanced technological infrastructure relative to other less Developed Nations. Developed countries according to UNCTAD include: United States, Canada, Japan, Belgium, Ireland, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom etc.

Transition Economies

These include countries in transition from centrally planned to market economies. The transition process is usually characterized by the changing and creating of institutions, particularly private enterprises; changes in the role of the state, thereby, the creation of fundamentally different governmental institutions and the promotion of private-owned enterprises, markets and independent financial institutions. Transition countries according to UNCTAD include, Albania, Armenia, Belarus, Croatia, Georgia, Serbia, Ukraine etc

Developing Countries

A Developing Country, also known as a less-developed country (LDC), is a Nation with a low living standard, undeveloped industrial base, and low Human Development Index (HDI) relative to other countries. Countries like India, Indonesia, Iran, Iraq, Maldives, Jordan, Kenya, Kuwait, Nepal, Oman, Pakistan etc.

Foreign Direct Investment

FDI is the category of international investment that reflects the objective of obtaining a lasting interest by a resident entity in one economy in an enterprise resident in another economy.

STATEMENT OF THE PROBLEM

The industries in India are reckoned to be the engine of the economy in the years to come. Due to the progressive nature of industries in India, several foreign companies are intending to invest in the country. But, the Industries in India are confronted with many challenges, unlike any other emerging sector, several odds that would restrict or hamper its growth, in spite of huge benefits, derived out of FDI. Indian economy else otherwise will have opportunities lost, with long standing implications on the economy. The present study, therefore, undertaken to find the answer to the following questions:

1. What is the percentage contribution of FDI inflows and outflows from developed, developing and transitional countries to global FDI?.
2. What is the trend of FDI Inflows and Outflows from India to global FDI?

METHODOLOGY

The data is collected from various sources like UNCTAD, Reserve Bank of India and World Bank website. The data so collected is secondary in nature. The compiled data has been analyzed using pictorials like line graphs, pie chart and bar diagrams. For predicting FDI inflow and outflows relating to India, trend analysis is used.

LIMITATIONS OF THE STUDY

- Secondary data have been used to arrive at inferences, so the accuracy of the findings is confined to the reliability of the available information.
- The study is subject to a time frame of 10 years - from the fiscal year 2001 to 2011

ANALYSIS OF DATA

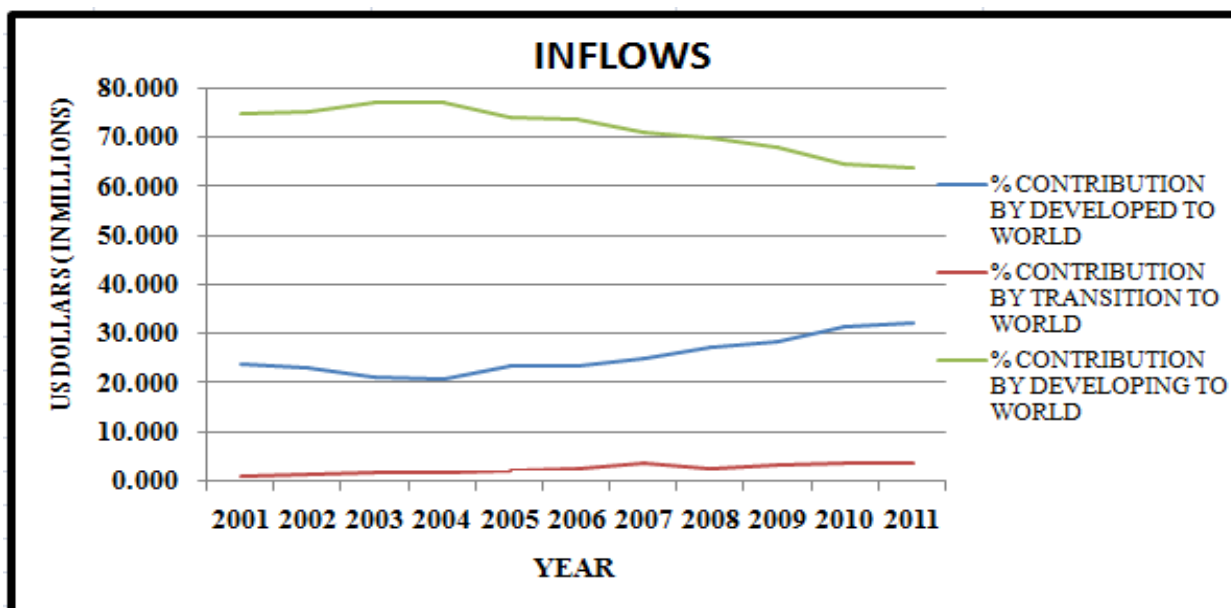
For the purpose of analysis of FDI, data from 2001 to 2011 is considered.

OBJECTIVE -1: TO STUDY THE PERCENTAGE CONTRIBUTION OF FDI INFLOWS AND OUTFLOWS FROM DEVELOPED, DEVELOPING AND TRANSITIONAL COUNTRIES TO WORLD FDI

Amount in US\$ Billions

COMPARISON OF WORLD FDI (INFLOWS) WITH DEVELOPED, TRANSITION AND DEVELOPING COUNTRIES							
	WORLD	DEVELOPED COUNTRIES	TRANSITION COUNTRIES	DEVELOPING COUNTRIES	% CONTRIBUTION BY DEVELOPED TO WORLD	% CONTRIBUTION BY TRANSITION TO WORLD	% CONTRIBUTION BY DEVELOPING TO WORLD
2001	7477586	1797353.259	87998.38037	5592234.244	24.037	1.177	74.787
2002	7501217	1730851.825	115418.8303	5654946.676	23.074	1.539	75.387
2003	9387521	1979882.554	154061.2865	7253576.767	21.091	1.641	77.268
2004	11100664	2325396.859	197417.0693	8577849.761	20.948	1.778	77.273
2005	11563007	2712819.743	272775.3507	8577412.387	23.461	2.359	74.180
2006	14300409	3355030.961	394995.4546	10550382.44	23.461	2.762	73.777
2007	17901073	4487488.823	675342.3318	12738241.92	25.068	3.773	71.159
2008	15451285	4214287.178	424267.2899	10812730.31	27.275	2.746	69.979
2009	18041009	5120181.853	624121.2511	12296706.05	28.381	3.459	68.160
2010	19906662	6256066.297	759686.8793	12890908.51	31.427	3.816	64.757
2011	20438199	6625031.738	757264.222	13055902.77	32.415	3.705	63.880

Source: UNCTAD website



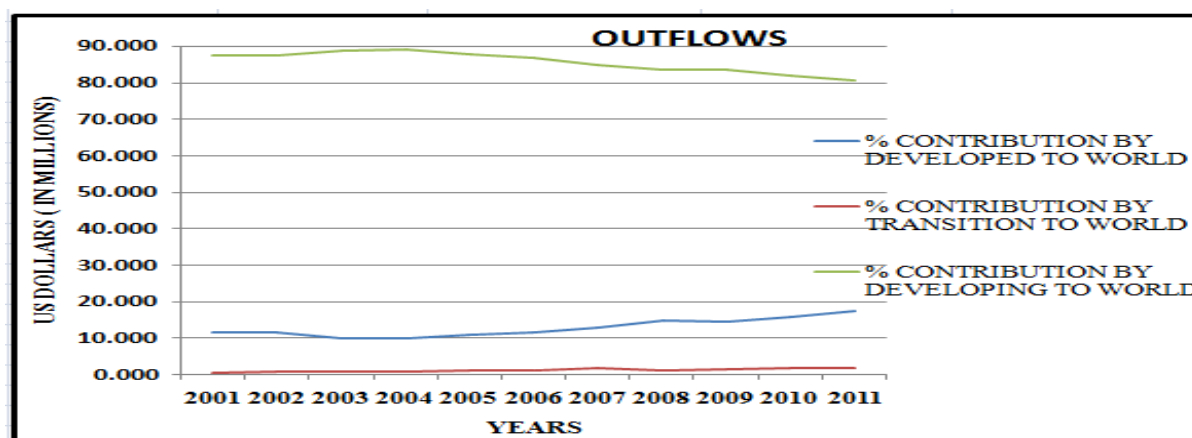
The above table depicts the contribution of Developed, Developing and Transitional Countries inflows to the total world FDI inflows from 2001 to 2011. It shows that FDI flows to Developed Countries grew strongly in 2011 compared to 2010. This was mainly owing to large cross-border M&A purchases by foreign TNCs (*transnational corporations*). In addition, the growth of FDI was due to increased amounts of reinvested earnings, part of which was retained in foreign affiliates as cash reserves. In 2011, the percentage contribution of Developed countries to world is 32 percent.

Developing countries continued to account for nearly half of global FDI in 2011 though there is a slight decline compared to 2010. Developing countries have constantly increased from 2001 till 2006 but there was a decline since 2007 due to factors like tighter credit conditions, falling corporate profits, gloomy prospects and uncertainties for global economic growth. Also there was a drop in leveraged buyout transactions which dampened cross-border mergers and acquisitions, leading to further depression in FDI flows. But growth wise these countries have increased which is mainly driven by investments in Asia and better than average growth in Latin America and the Caribbean

COMPARISON OF WORLD FDI (OUTFLOWS) WITH DEVELOPED, TRANSITION AND DEVELOPING COUNTRIES							
	WORLD	DEVELOPED COUNTRIES	TRANSITION COUNTRIES	DEVELOPING COUNTRIES	% CONTRIBUTION BY DEVELOPED TO WORLD	% CONTRIBUTION BY TRANSITION TO WORLD	% CONTRIBUTION BY DEVELOPING TO WORLD
2001	7718988.128	906906.5191	45446.81152	6766634.797	11.749	0.589	87.662
2002	7785795.488	909003.0395	65125.69413	6811666.754	11.675	0.836	87.488
2003	9916512.387	998158.7298	94873.43198	8823480.225	10.066	0.957	88.978
2004	11694926.56	1169747.278	111487.3464	10413691.93	10.002	0.953	89.045
2005	12464846.85	1360935.312	152094.9289	10951816.6	10.918	1.220	87.862
2006	15697204.34	1837998.482	222869.5841	13636336.28	11.709	1.420	86.871
2007	19272590.81	2517784.719	387736.1901	16367069.9	13.064	2.012	84.924
2008	16342808.93	2463068.85	231361.8619	13648378.21	15.071	1.416	83.513
2009	19325745.64	2834914.486	338399.4825	16152431.67	14.669	1.751	83.580
2010	20864846.09	3313807.653	406410.5995	17144627.83	15.882	1.948	82.170
2011	21168488.67	3705410.347	407114.8108	17055963.51	17.504	1.923	80.572

Source: UNCTAD website

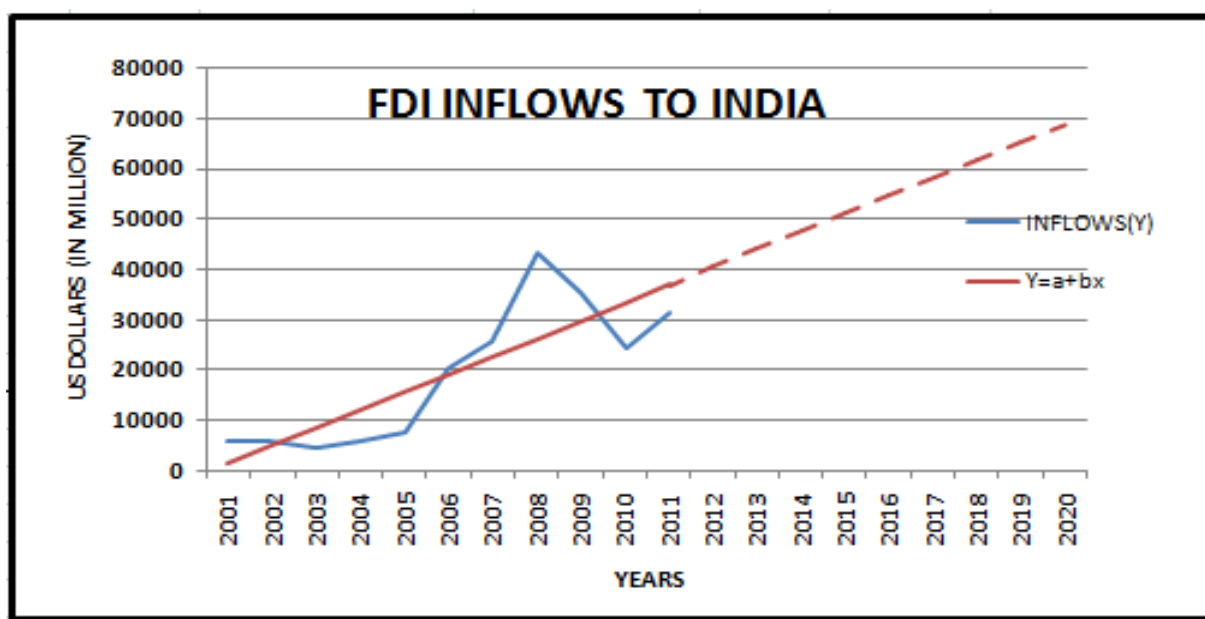
Amount in US\$ Billions



The above table depicts the contribution of Developed, Developing and Transitional Countries outflows to the total world FDI outflows from 2001 to 2011. Developed countries made acquisitions largely in other developed countries, resulting in a higher share of the group in total FDI projects (both cross-border M&A transactions and Greenfield projects). FDI flows for Greenfield projects alone, however, show that developed-countries are continuing to shift capital expenditures to developing and transition economies for their stronger growth potential. The contribution of FDI in developing countries to world has declined to 80 percent in 2011 compared to 82 percent in 2010. The main reason for such decline in the contribution is due to fall in FDI from Hong Kong and China, which is the region's largest source of FDI. Likewise the contribution of FDI outflows from the transition countries to the world also decreased in 2011. Although UNCTAD considers that there is an increase in the overall growth by transition countries approximately by 19 percent. Natural-resource-based TNCs in transition economies supported by high commodity prices and increasing stock market valuations continued their expansion into emerging markets rich in natural resources.

OBJECTIVE 2: TO STUDY THE TREND OF FDI INFLOWS AND OUTFLOWS FROM INDIA.

FDI INFLOWS TO INDIA					
YEAR	INFLOWS(Y)	TREND(X)	X^2	XY	Y=a+bx
2001	5478	-5	25	-27390	1245.5912
2002	5630	-4	16	-22520	4804.3275
2003	4321	-3	9	-12963	8363.0638
2004	5778	-2	4	-11556	11921.8001
2005	7622	-1	1	-7622	15480.5364
2006	20382	0	0	0	19039.2727
2007	25506	1	1	25506	22598.009
2008	43406	2	4	86812	26156.7453
2009	35596	3	9	106788	29715.4816
2010	24159	4	16	96636	33274.2179
2011	31554	5	25	157770	36832.9542
2012		6			40391.6905
2013		7			43950.4268
2014		8			47509.1631
2015			9		51067.8994
2016			10		54626.6357
2017			11		58185.372
2018			12		61744.1083
2019			13		65302.8446
2020			14		68861.5809



Source: UNCTAD website

Amount in US\$ Billions

The FDI inflows show a drastic rise from 2005 to 2008. The trend of FDI inflows is a linear upwards trend showing steady rise in them. The forecast for the next 8 years (2012-2020) shows further rise in FDI inflows which could lead to significant economic development in India. Experts say the rise in FDI inflows is due to the fact that India remains a preferred investment destination, but this trend may not continue for long and moderation may take place this financial year. This is because there was less negative news from across the globe at the beginning of the previous financial year, compared to the current one.

FDI OUTFLOWS FROM INDIA					
YEAR	OUTFLOWS(Y)	TREND(X)	X ²	XY	Y=a+bx
2001	1397.43655	-5	25	-6987	389.38
2002	1678.039428	-4	16	-6712	2258.4
2003	1875.779518	-3	9	-5627	4127.4
2004	2175.366588	-2	4	-4351	5996.4
2005	2985.487528	-1	1	-2985	7865.4
2006	14284.98907	0	0	0	9734.4
2007	19594.35835	1	1	19594	11603
2008	19256.5	2	4	38513	13472
2009	15927.1	3	9	47781	15341
2010	13151	4	16	52604	17210
2011	14752	5	25	73760	19079
2012		6			20948
2013		7			22817
2014		8			24686
2015		9			26555
2016				10	28424
2017				11	30293
2018				12	32162
2019				13	34031
2020				14	35900

Source: UNCTAD website

Amount in US\$ Billions

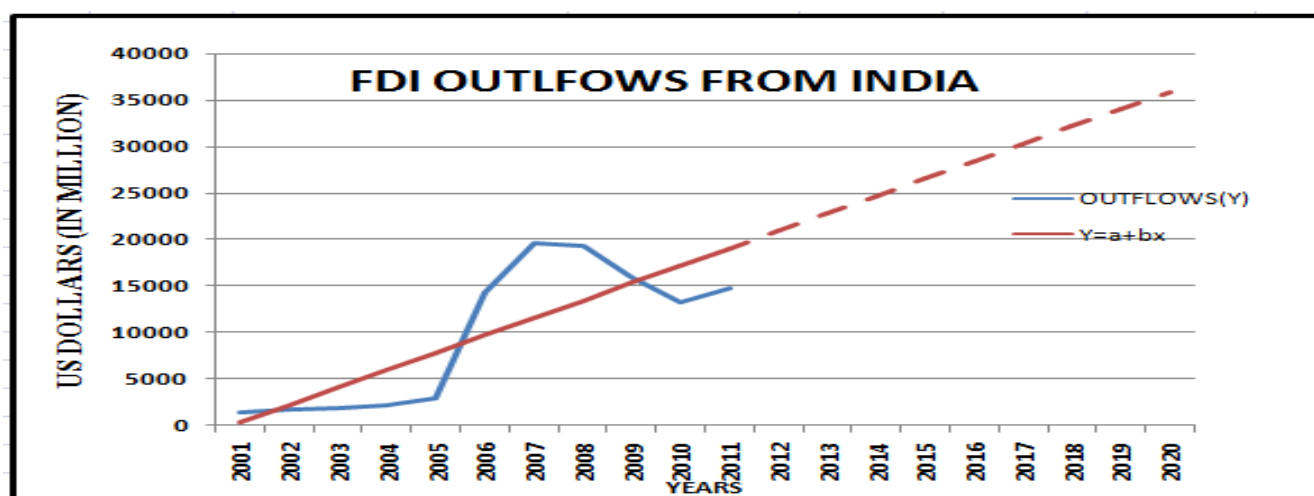


Table 2.2 and figure 2.2 shows the FDI outflows from India over the last ten years (2001-2011). The FDI outflows show a consistent rise from Amount in US\$ Billions. 2001 to 2005 and then a fall in the year 2006. The trend line shows linear upward trend which implies that FDI outflows will increase from India over the years to come. According to UNCTAD’s World Investment Report 2011, the stock of outward FDI from developing economies reached US\$ 3.1 trillion in 2010 (15.3 per cent of global outward FDI stock), up from US\$ 857 billion (10.8 per cent of global outward FDI stock) 10 years ago. On flow basis, outward FDI from developing economies has grown from US\$ 122 billion in 2005 to US\$ 328 billion in 2010 accounting for around quarter of total outward FDI witnessed at global level.

Discussion

- The above data analysis shows that in 2011, the percentage contribution of developed, transition and developing countries to the world is 32%, 3% and 63% (FDI inflows) respectively whereas, FDI outflows stood at 17%, 2% and 80% respectively. Developing countries continued to account for nearly half of global FDI.
- It also shows that FDI inflows are higher than FDI outflows. Percentage of FDI inflows was maximum in 2010 at 1.34% whereas FDI outflows were maximum in 2011 at 0.5%.
- The trend of FDI inflows is a linear upward trend showing steady rise in them. The forecast for the next 8 years (2012-2020) shows further rise in FDI inflows. The trend line shows linear upward trend which implies that FDI outflows will increase from India over the years to come. Outward FDI from India has mainly been by way of equities and loans.

Implications of the study

The slow progress and modest achievements of regional integration in South Asia have generated significant skepticism about its role as an effective arrangement. However, the above analysis indicates that regional integration has the potential to promote economic development in individual countries irrespective of size and the level of growth. This potential can be exploited only through a deeper form of cooperation. These problems themselves provide strong motivation for strengthening cooperation. It is only through deeper regional collaboration that these shortcomings can be addressed and rectified.

Both inward investments and outward investments should be given importance as the outward investment works as a catalyst for improving commercial competitiveness. Regional cooperation, by promoting cross border investment, will offer opportunities to firms, especially from smaller countries, to grow in terms of size and capabilities to compete globally.

Furthermore, it also helps in raising efficiency and industrial restructuring. It is essential that South Asian countries take a big stride forward to forge deeper integration.

Though significance of FDI is somehow controversial issue; as many economists are in favour of FDI and many are against of FDI. Some studies have highlighted the role of FDI on economic growth and concludes that FDI from advanced economies has positive effect on economic growth in less developed host economies through the of process technological diffusion. Also foreign investment has become an important means of financial private external finance for developing countries and also a dynamic catalyst for modern economic development. It is claimed, that FDI, influences the process of economic growth by filling up the saving-investment gap, fills trade gap, increasing productivity and employment opportunities, raises the revenues for the development, transferring advanced technology, provides not only capital requirements, but also managerial, technological skills and innovations in techniques, encourages the local enterprise, increase government revenue and so on. Since FDI is often seen as an important catalyst for the economic development of poor economies.

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CROSS-CULTURAL DIVERSITY IN MANAGEMENT

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Abstract

Managing cross-cultural differences in management has become a priority concern among organizations. There are areas in management whereby differences towards attitudes, behaviors, functioning, communication issues and cultural implications can be seen. Cross-cultural differences stem from the different backgrounds of each culture. Cultural varieties may be witnessed in the workplace, and there are other factors introduced such as accomplishment sales targets, meeting deadlines, and working on fixed budgets, which may cause difference. Because of the differences in cultures, there might be some kind of misunderstanding among people working in the same organization due to their different backgrounds, values, beliefs, etc. For a winning management, any person should be able to work with people from different cultural backgrounds no matter what their cultural orientation is! Evidence on this is the successful management of many western companies operating in different parts of the world such as the Middle East and they come up with good managerial results.

Keywords : Cross-cultural Differences, Management, Culture.

Introduction

A mutual fund is a connecting bridge or a financial intermediary that allows a group of investors to pool their money together with a predetermined investment objective. The mutual fund will have fund manager who is responsible for

1. Introduction

The world's increasing globalization requires more interaction among people from diverse backgrounds. People no longer live and work in an insular environment; they are now part of a worldwide economy competing within a global framework. For this reason, profit and non-profit organizations need to become more diversified to remain competitive.

To start with, there has to be a good definition of the expression "culture" which can be defined as the inherited values, concepts, and ways of living which are shared by people of the same social group. To make the definition clearer, culture is divided into two kinds; the first is *generic culture* which is a shared culture of all humans living on this planet. The second is *local culture* which refers to symbols and schemas shared by a particular social group. As is known, the world is becoming nowadays a global village, in the sense that the technological achievements of this present time have brought people closer together. This also means that people from different parts of the world and with different cultural backgrounds are working and communicating together. This fact is in a way interesting, but dealing with people from different cultures requires knowing the cultural diversities; for instance the way we deal with them, what we say and what we should avoid saying, how to communicate and to be aware of the cultural taboos because what is accepted in one culture might not be accepted in another. What applies to every day communication among cultures applies to communication in the workplace. Working with people in an organization requires dealing with certain issues such as motivating employees, structuring policies and developing strategies. In this case, there has to be a type of understanding of the cultural diversities in order to apply the afore-mentioned issues in the workplace.

To give a broader definition of the word culture, the word comes in two meanings. The first meaning is “civilization” which entails arts and crafts, education and manners. While the second meaning refers to the way people think, feel and act in accordance with the values and norms dominant in their society.

According to Hofstede Geert, culture is defined as “*the collective programming of the mind distinguishing the members of one group or category of people from another.*” In simple words, culture refers to the values known to a certain ethnic group of the same social background. Most of one’s culture is acquired during childhood, before puberty. Humans at an early age have the ability to absorb cultural norms from their cultural surroundings, from parents, siblings, playmates.... etc. Therefore, culture helps people to function smoothly within a specific society. There are certain levels at which a culture can work:

1.1 National level: It is well known that national cultures differ at the level of unconscious values which are acquired during childhood and these national cultures are stable, the afterward changes that occur are practices whereby the underlying values are left untouched.

1.2 Organizational level: Organizational cultures differ at the level of practices which can be described as superficial and they are to some extent manageable. These organizational cultures differ from one company to the other within the same country.

1.3 Occupational level: This kind of culture comes between the national and organizational cultures; getting into an occupation such as teaching requires the social values acquired coupled with the practices of the organization.

1.4 Gender level: Gender differences are recognized within the same culture, there is what can be called a *men’s culture* that differs from a *women’s culture*. Technically, men and women have the ability to perform the same tasks at the workplace, but they have differences when it comes to responding to the symbols used in society. The differences between men and women highly depend on the national culture of the country.

2. Cross-cultural Differences in Multi-national Corporations

Geert Hofstede is a sociologist who studied employees working in a multi-national corporation (Reynolds & Valentine, 2011). He described four ways that can help in analyzing and understanding other cultures as follows:

2.1 Individualism vs. Collectivism: In some cultures, the individual is emphasized while in others the group is emphasized.

2.2 Power distance: The culture that believes that organizational power should be distributed unequally.

2.3 Uncertainty avoidance: Hofstede found that some cultures tend to accept change as a challenge while others don’t.

2.4 Masculinity vs. Femininity: Hofstede himself tends to reject the terms “masculine” and “feminine”. These two terms should be overlooked in order to value other issues which are more important to the organization such as achievement and assertiveness.

Since culture may be defined as “the inherited values, concepts, and ways of living which are shared by people of the same social group.” Culture is not possessed by a certain social class; in fact each and every person has not only one culture but cultures which causes the complexity of the term. Culture can be defined as “dynamic” in the sense that it changes over time, this change in culture might also lead to conflict. In order to better understand culture, there has to be an understanding of the conflicts that may arise due to differences among cultures. According to Avruch (1998), who wrote a paper on cross-cultural conflict, he defines conflict as follows: “*a competition by groups or individuals over incompatible goals, scarce resources, or the resources of power needed to acquire them. This competition is also*

determined by individuals' perceptions of goals, resources, and power and such perceptions may differ greatly among individuals. One determinant of perception is culture, the socially inherited, shared and learned ways of living possessed by individuals in virtue of their membership in social groups." To give a definition of the word conflict, it is a characteristic that can be found in any human society and may occur as a result of any kind of social interaction. Conflict that might take place among cultures might face problems of intercultural miscommunication and misunderstanding. Such problems will cause an increased conflict. In addition, culture may work as a link between what we call "an individual identity" to "collective ones". In order to understand the complexity of conflict, it has to be born in mind that conflict is not a matter of the one who wins takes it all, so conflict involves both competition and cooperation mixed together (Avruch, 1998). In order to narrow the scope of this research, the conflict that might happen between individuals from different cultural backgrounds can be considered a "cross-cultural conflict". Conflict may occur within the same social group according to different criteria: such as families; language; religion; ethnicity; nationality; socioeconomic characteristics; education; occupation among others. Thus, any society is made up of various "subcultures", by virtue members of any society are "multicultural".

3. Cross-cultural Management

According to Nancy Adler (2008), she gives a good definition of cross cultural management: "*Cross-cultural management explains the behavior of people in organizations around the world and shows people how to work in organizations with employees and client populations from many different cultures.*" The importance of cross-cultural management lies in the on-growing co-operation between companies in different countries where difficulties may arise because of the different cultural backgrounds. One of the well-known researchers in the field of culture and management is Geert Hofstede (1980). Therefore, Hofstede's work is considered indispensable to any study on culture and management. He developed what is called a "dimensional approach to cross-cultural comparisons." As the world is witnessing nowadays "globalization", more and more companies are being run in different places all around the world. This will result in more activities all over the world which result in communication across cultures. Culture is something that human beings learn and as a result, learning requires communication and communication is a way of coding and decoding language as well as symbols used in that language. For example, humans communicate through many means other than language such as facial expressions, gestures, body language, posture etc. In other words, culture and communication can be considered inseparable, if one is to be exposed to a certain culture, then communication becomes a must. The first to introduce the term "intercultural communication" was Edward T. Hall which he defined as "communication between two persons of different cultures". The term "Intercultural business communication" is a new term in the world of business which may be defined as the communication that takes place within businesses whereby there are employees from different cultural backgrounds. On the other hand, there is another term which is "International communication" which means the communication that takes place between nations and governments rather than individuals (Chaney & Martin, 2011). Therefore, good knowledge of intercultural communication as well as international business communication is of utmost importance to give individuals the opportunity to compete internationally.

4. Cultural Intelligence

In order to live within a specific culture, the individual is supposed to adapt with the differences in that culture. According to Peterson (2004), Cultural Intelligence is the ability to exhibit certain behaviors, including skills and qualities, which are culturally tuned to the attitudes and values of others. Cultural Intelligence covers other areas (Chaney & Martin, 2011) such as:

4.1 Linguistic Intelligence: It is helpful to learn about the costumers' native language and using international business English can increase effectiveness when communicating with persons of other cultures.

4.2 Spatial Intelligence: It involves the space used during meetings and introductions.

4.3 Intrapersonal Intelligence: It involves awareness of one’s own cultural style in order to make adjustments to international counterparts.

4.4 Interpersonal Intelligence: It includes the ability to understand other people and their motivations.

In simple words, when dealing with people from another culture, one may know something about their language, the space to use while dealing with people, awareness about your culture and how to apply one’s cultural behavior with that of the other culture.

5. The Effect of Cultural Values on Management

Cultural values have a considerable effect on the way managers run an organization. The following figure presents the differences which managers may encounter when managing business at an international level.

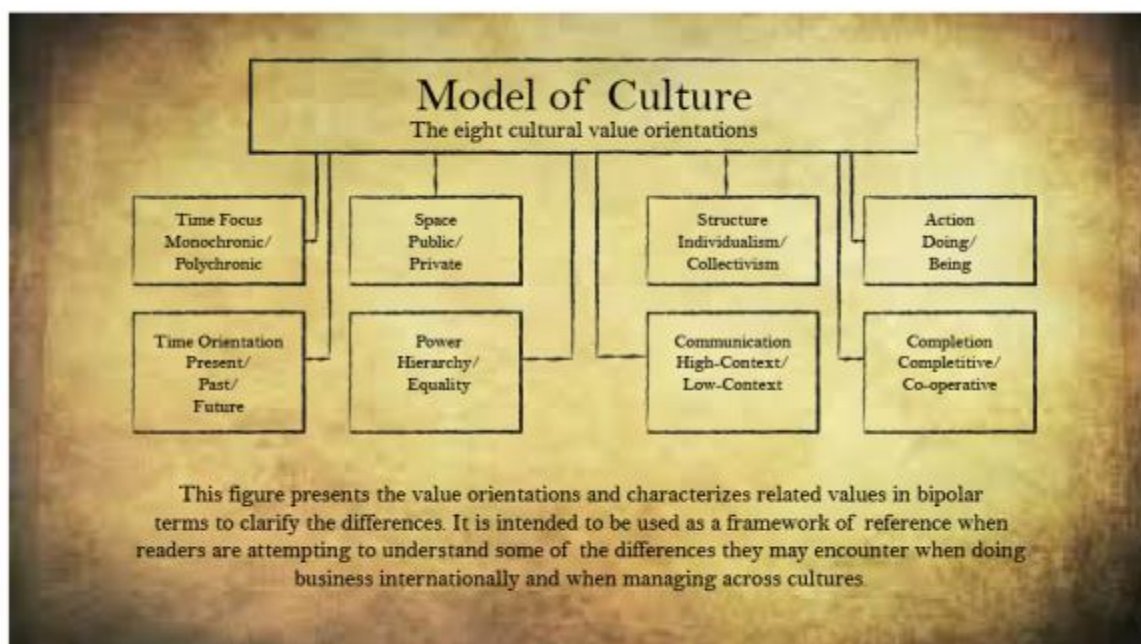


Figure 1 A model of culture Source: adapted from Doing Business Internationally, Participant Workbook: 2.3.

5.1 Time focus (monochromic/polychromic) Time is perceived differently in every culture according to its traditions, history etc. According to Hall and Hall (1990), the two authors distinguish two types of time systems: monochromic and polychromic. In cultures where monochromic time system is followed, time is used in a linear way where people perform one activity at a time according to a pre-set schedule. Moreover, their focus is on information rather than people. On the other hand, in cultures where polychromic time system is used people focus on more than one task and depend less on detailed information, and schedules are open to change. Also, people take priority over schedules.

5.2 Time orientation (past, present and future)

Cultures differ concerning their perception of time orientation. For instance, cultures concerned about the past are those that value past traditions in their culture. Their plans are focused on whether they are in concordance with the history and traditions of the company. While cultures concerned about the present are those interested in short-term gain. Future focused companies are those concerned about long-term benefits. An emphasis on cultures oriented towards the past is made by Hall and Hall (1990), whereby countries such as the Far East, India and Iran stick to the past. On the other hand, the urban US culture is oriented towards the present and short-term future and the culture of Latin America is oriented to both

the past and present. As a result, past oriented companies emphasize traditions and build on them long-term plans. While future oriented companies emphasize longer-term plans and results.

5.3 Power (hierarchy and equality)

In the workplace, the level of power is emphasized in cultures which are oriented to hierarchy. The employees implement the directions of their manager and the role of the manager is to take decisions and distribute the work for employees. In some cultures, inequality is accepted and there are no attempts taken to change the situation. While in other cultures, inequality is considered as something undesirable and therefore it requires reform. Equality oriented cultures do not emphasize hierarchy although it exists in order to facilitate relations within the organization. As a result, managers are involved in the work itself rather than people whose role is to give directions. Also, managers are not the ones that take the decision on their own; the decision making is done at the level of all employees involved in the issue.

5.4 Competitiveness (Competition)

Management may well encourage competition in an organization, particularly where the environment is that of a “free market” (Browaeys and Price, 2008). In some organizations, competition among employees is encouraged in order to make the employees more responsible and more creative

When competition is valued in an organization, then the focus is on wealth, performance and ambitions. While in other cultures, job satisfaction is focused whereby competition is not valued as much as working in a good environment.

5.5 Activity (action: doing or being)

Some companies are considered to have “doing cultures” where the focus is on developing measurable, time-framed actions. In “being cultures,” the emphasis is put on the vision the company strives to achieve.

5.6 Space (private or public)

Cultures differ in their perception of space, what some cultures consider as private, it might be considered as public by another culture. There is also what is called “personal zone”; cultures differ when it comes to proximity during a conversation. In case this personal zone is crossed, this will cause discomfort. In some cultures, some personal or family issues are discussed openly, while in other cultures where privacy is of high importance there has to be high formality in conversations where the focus lies on business rather than on personal issues.

5.7 Communication (high-context or low-context)

According to Hall and Hall (1990), they defined the concept “context” which is the surrounding circumstances in which communication occurs. They also made a distinction between high context and low context as follows: *A high context (HC) communication or message is one in which most of the information is already in the person, while very little is in the coded, explicit, transmitted part of the message. A low context communication (LC) is just the opposite; i.e., the mass of the information is vested in the explicit code.* For example, Japan is considered a high context country because information is implicit in the text while the USA is considered a low context country because the information is given clearly.

5.8 Structure (individualism or collectivism)

The term “structure” refers to organizational structure in business. Individualism refers to the culture that focuses on the individual over the group. In this case the individual is supposed to be more self-reliant and there is less need to resort to the group and there is no difference between in-groups and out-groups. Collectivism refers to the shared values of the group where the interests of the group outweigh the interests of the individual. Individualism and collectivism are two opposite concepts. Hofstede & Hofstede (2005) studied individualism and collectivism in different countries. The result was that the United States ranked first in individualism where parents bring up their children on self-reliance. American children were raised to express their own opinions and ideas; they are responsible for their choices when it comes to their college study as well as job choices. In other cultures, such as the Japanese, emphasis is placed on the group approach rather than on the individual approach to all aspects of life. The

Chinese and Malaysians also value the group approach and the family (Chaney & Martin, 2011). From a personal point of view, cultures that value individualism will have more independent managers and employees who show responsibility towards any task they have to perform which may lead to creativity. On the other hand, in cultures that value collectivism managers and employees in the top management tend to delegate authority to other employees. This may result in some problems in the organization whereby the task is undertaken by the others.

The following table shows a difference between “individualist culture” and “collective culture”:

Individualist Culture	Collective Culture
1- Transaction oriented (focus on results).	1- Relationship oriented (focus on process)
2- Short-term gains	2- Long-term growth
3- Emphasis on content (facts, numbers, ratios, statistics)	3- Emphasis on context (experience, intuition, the relationship)
4- Independent	4- Interdependent
5- Competitive, decision-driven	5- Collaborative
6- Direct, explicit communication	6- Indirect, circuitous communication
7- Personal accountability	7- Protection of face
8- Private offices	8- Open office plan
9- Linear time, impatient	9- Flexible time, patient

Figure 2: A summary of individualist and collective cultures.
 Source: adapted from Guide to Cross-cultural Communication.

6. Conclusion

It has been found that cross-cultural differences do exist among the different cultures. These differences have an impact on communication among people from different cultures. Since there are many companies that have to operate in different parts of the world, people are exposed to different cultures that they have to absorb and get used to. As a result, many barriers may occur; communication barriers are the result of the differences between two cultures. Such barriers will cause lack of effective communication. Sometimes a certain gesture is understood differently between two cultures. For example, nodding in the American culture means understanding what is being said while in Japan it means listening to what is being said. So, if we understand intercultural communication we can overcome barriers. Although there are differences among cultures, people have the aptitude to adapt with such differences. For example, expatriates whose work requires being exposed to cultures totally different from theirs get adapted to the new culture, they get into the system and they get used to the *status quo*. This requires having what is called cultural intelligence that helps people overcome the obstacles they face because of the diversity in cultures. In management, it can be seen that there are many companies that are run outside their countries. For example, Orange for communication and Lafarge for cement are two French companies that have branches in many foreign countries whereby the top management is French and the rest of the employees are locals. It goes without saying, that in such a case, managers get adapted to the new culture and can easily deal with their employees although they belong to a different culture.

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MANAGEMENT OF STRESS

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Abstract

The purpose of the research was to study about the managing of stress in modern life. Stresses have become predominant feature of modern life. It has far-reaching effects on employees' behaviour and adjustments as well as off the job. For that reason need for systematic study of stress in organizational setting has recently increased dramatically. A considerable portion of organization research involves the study of stress relating to job. Assessment of stress relating to job is important also for personal counselling. Stress is inevitable in our society. Researchers on stress make it clear that, to enter in to the complex area of stress, especially in to the area of occupational stress, is very difficult. Stress is an unavoidable consequence of modern living. The researcher used questionnaire method to collect data from the respondents. The survey revealed that stress encountered by the school teachers and how the managing the stress in their life.

Keywords : Modern life, Organizational stress, managing of stress, Behaviour, Counselling,

INTRODUCTION

Stress in the Workplace. In many countries, employers have a legal responsibility to recognise and deal with stress in the workplace so that employees do not become physically or mentally ill. ... Managing stress in the workplace is therefore an essential part of both individual and corporate responsibility. Stress has been defined in different ways over the years. Originally, it was conceived of as pressure from the environment, then as strain within the person. The generally accepted definition today is one of interaction between the situation and the individual. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others. Stress can undermine the achievement of goals, both for individuals and for organisations.

Stress is considered to be one of the main themes in the research for last two decades and a significant growth observe in researchers' interest as a concern to both employers and employees .Stress is the destructive physical, mental and emotional reaction that transpires when there is a poor match between job demands and competencies or employees' resources to manage with job pressure. The basic root cause of stress in the organization, when employees face difficulties and changes in his daily working routine but always avoid and this condition creates stress, anxiety, fears, worries, tension, etc.

STRESS

Stress is a dynamic condition in which an individual is confronted with an opportunity, demand or resource related to what the individual despites and for which the outcome is perceived to be both uncertain and important. Stress is the general term applied to pressures people feel in life. The presence of stress at work is almost inevitable in many jobs. In the modern day-to-day life stress is unavoidable. The source of such stress may be due to the nature of the individual, the group, the organization in which the individual is working and factors outside the organization. Stress is the external pressures and tension is the internal pressures.

NEED AND SIGNIFICANCE OF THE STUDY

Stress in the workplace is a growing concern in the current state of the economy, where employees increasingly face conditions of overwork, job insecurity, low levels of job satisfaction, and lack of autonomy. Workplace stress has been shown to have a detrimental effect on the health and wellbeing of employees, as well as a negative impact on workplace productivity and profits. There are measures that individuals and organizations can take to alleviate the negative impact of stress, or to stop it from arising

in the first place. However, employees first need to learn to recognize the signs that indicate they are feeling stressed out, and employers need to be aware of the effects that stress has on their employees' health as well as on company profits. This report is a call to employers to take action on stress levels in the workplace

STATEMENT OF THE PROBLEM

At the present scenario, number of challenges is ahead any professionals and therefore high school teachers are in a position to overcome enormous problems to survive. It is indeed an evoking task to equip ourselves with different life skills. Performing in a societal setup, one need to understand and tackle others while sensing their emotion appropriately. High school students are today taken away by the advancement in technology without any ethics. The prime duty of the high school teachers is to possess a right conception of the student's thoughts and deeds. The teachers are not dealing with matured personalities instead with the budding youth. At this stage, they are very sensitive and with hot blood take things for granted. They are to be melded shaped with right attitude by the teachers who are flexible in sharing emotions.

Whenever the students are assigned any work related to life skills or academics, they immediately ponder into the websites for relevant matters and concepts and copy as fresh as possible. It is the efficient work of the teachers to make the students to develop their thinking skills and enhance their abstract thinking ability. The teacher has to create various situations that in turn demand the analytical thinking capacity of the learners. On this stage of high school, the learners must be able to examine critically the experiences they undergo in their daily life situations. Hence it becomes highly important for the high school teachers to possess critical thinking skills which have immense scope in their profession.

The high school teachers have to deal with early adolescence students, which is a stressful situation as they have to focus the students on academically high score as well as 20 strict behaviour inculcation. The high school teachers both male and female have the stress of balancing their responsibilities both in the profession and in the family. Simultaneously they have to tackle moments of depressing, negative experiences and practical difficulties in working conditions. It is a much challenging task to sense the pulse of the upcoming young generation and coincide their extraction of output from the learners. The job of placing themselves in the good books of administration, parents, students and other staff members both teaching and non-teaching demands high intelligence in tackling emotions and stress for the teachers.

The investigation is on the emotional intelligence of the high school teachers who should possess the abilities and competencies to determine the individual behaviour, reaction, state of mind, coping and communication style. Further the capacity of high school teachers to think rationally and solve problems systematically by adopting the concept of stress management is to be examined. Therefore the investigator wants to study the emotional intelligence, critical thinking and stress management of high school teachers.

OBJECTIVES OF THE STUDY

- To study the present level of job stress and EI in banking system in Jammu and Kashmir
- To examine the existing practices of EI and the level of work stress in banking sector
- To measure the relationship between Emotional Intelligence and occupational stress
- To study the impact of Emotional Intelligence in predicting stressors and job satisfaction and
- To suggest measures to reduce the occupational stress through EI competencies.

A BRIEF OUTLINE OF THE RESEARCH METHODOLOGY

The research methodology

The investigator has used survey method to study 'emotional intelligence, critical thinking and stress management of high school teachers'. The survey method gathers data from a relatively large number of cases of particular time. It attempts to describe and interpret what exists at present conditions, processes, trends, attitudes and belief for which the survey type of research would be more relevant and useful. It is connected not with the characteristics of individuals but with the generalized statistics of the population and sample.

Area of the study

The area of the study consists of Nunna, Prakash Nagar, Singh Nagar in Vijayawada rural, Krishna District of Andhra Pradesh.

The research population

Population refers to any collection of specified group of human beings or non-human entities such as objects, educational institution, time units, geographical areas, prices of what or salaries drawn by individuals. Some distributions call it universe. The population for the present study comprises of high school teachers, who are working in government, aided and self-financed high and higher secondary schools, of Nunna, Prakash Nagar, and Singh Nagar in Vijayawada rural, Krishna District of Andhra Pradesh.

The sampling method

Convenience sampling was used to sample the population. This was a non-probability sampling design

Sample

A sample consists of a small collection from some larger aggregate about which we wish to collect information. The investigator has used simple random sampling technique for selecting the sample from the population. The sample consists of 100 high school teachers from 25 high and higher secondary schools out of 110 high and higher secondary schools in of Nunna, Prakash Nagar, Singh Nagar in Vijayawada rural, Krishna District of Andhra Pradesh.

Data Collection

Data was collected through questionnaire. This made it possible to reach a large number of respondents and secure confidential answers quickly and cost-effectively.

LIMITATIONS

The present study is made keeping in mind with the following delimitations:

- This study was limited only to the 25 high and higher secondary schools out of 110 high and higher secondary schools in of Nunna, Prakash Nagar, Singh Nagar in Vijayawada rural, Krishna District of Andhra Pradesh.
- The investigator identified only four dimensions of emotional intelligence scale namely, awareness of self and others, professional orientation, intrapersonal management and interpersonal management.
- Stress management scale included five dimensions namely, personal stress, family stress, social stress, job stress and organizational stress.

FINDINGS

Level of stress management and its dimensions of high school teachers

- 14.5% of high school teachers have high level of personal stress.
- 21.7% of high school teachers have high level of family stress.
- 23.5% of high school teachers have high level of social stress.
- 24.8% of high school teachers have high level of job stress.
- 24.1% of high school teachers have high level of organizational stress
- 22.5% of high school teachers have high level of overall stress management.

Recommendations to the Teachers

1. Male high school teachers must be given opportunity to participate in debate, seminar, symposium, workshops etc. to make them understand about emotional intelligence, critical thinking and stress management.
2. The high school teachers must be given training in self-confidence, leadership skill, ICT skills and higher order thinking skills so that they can function as effective leaders.
2. English medium high school teachers can explore in the internet for various sources to manage stress.
3. Male high school teachers should enhance teacher-student interactions inside the class thereby increasing a positive emotional rapport with the students.
4. Introduce social and emotional intelligence strategies in high school subjects as a tool to resolve conflicts and exhibit pro-social and emotionally intelligent behaviours in the society.

5. High school teachers having experience less than 6 years can write their grievances in the box available inside the staff room and thereby reduce stressful feelings.
6. The study suggests that conducive atmosphere may be provided at home and school for the high school teachers so that they can tackle the stress-causing problems.
7. The government and private high school teachers should be participate in self management programmes that build their emotional competencies.
8. Male high school teachers can practice yoga, meditation and play games to manage their job stress.

SCOPE FOR FUTURE WORK

On the basis of the findings, the investigator suggests the following topics for further research:

1. Evolving emotional intelligent pedagogy at high school level.
2. Critical thinking of male and female teachers - A comparative study.
3. Effectiveness of critical thinking modules on professional orientation of high school teachers.
4. A study on work-life balance of high school teachers.
5. The present study is limited to the high school teachers of southern districts of Tamil Nadu. The same study can be extended to other districts of Tamil Nadu as well.

SUMMARY AND CONCLUSION

Teachers are among the professions reporting the highest level of work-related stress. The increasing workload on teachers, the multiple role, the increased class size per teacher and an increasing number of pupils behaving in an unacceptable way are some of the trends identified as leading to a rise in stress related illnesses.

It was worth studying the issues of stress and related problems, so as to minimize the adverse effects of work stress of School Teachers on students, classrooms and teachers themselves. Excessive or improperly managed stress leads to anger and other adjustment problems. It was essential and important for the management and teachers to work together to improve the working environment and conditions so as to fight against their work related problems.

CONCLUSION

The most important negative emotions were Anger, Anxiety and Worry Positive Therapy was found to be effective in reducing the level of stress among the school teachers The level of anger got reduced due to the effect of Positive Therapy among the Experimental Group School Teachers and it also enhanced positive mood among them Enhancing the adjustment among the school teachers was successfully achieved due to the effect of Positive Therapy and it further helped the school teachers to overcome their problems and to face it boldly and successfully In short, the present action research brought to light the level of stress, anger and adjustment of the selected School Teachers. The research also indicated the beneficial effects of Positive Therapy in reducing Stress, Anger and Adjustment of the selected School Teachers.

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CHALLENGES AND STRATEGIES IN MARKETING OF INSURANCE PRODUCTS – A STUDY OF BANCASSURANCE MODEL

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Abstract

The importance of service sector to India is evident from its more than 55% contribution to the GDP. Insurance is an important component of the financial services sector as it is a major source of investment in the capital market. The insurance industry in India has been progressing at rapid pace since opening up of the sector in 2000. The new era of insurance development has seen the entry of international insurers, innovative products and aggressive selling with multi-distribution channels. At the end of September, 2013 there are 25 insurance companies operating in India, of which 24 are in life and 27 are in non-life insurance business. GIC is the sole national re-insurer. Due to increased competition, Insurance Companies require immense distribution strength and tremendous manpower to reach diversified customer base. Insurers are seeking to utilize multi-distribution channels like traditional Agency, Broker, Corporate agency, Bancassurance and direct selling to distribute the products.

Bank Insurance Model is a provision of serving banking and insurance products through a common distribution channel, called Bancassurance. Integration of the financial services industry in terms of banking, securities business and insurance is a growing phenomenon. Indian banks offer host of services, such as, merchant banking, custodial services, arrange money transfers, undertake project and infrastructure financing, and manage payment and settlement system for markets and general consumers. Distribution of insurance products will be a natural extension of these activities. Bancassurance is an innovative insurance distribution channel wherein insurance products are distributed through banks. The paper attempts to analyze the challenges and prospects of Bancassurance model in Indian insurance sector.

Keywords : Bancassurance, IRDA, Corporate Agency , Foreign Direct Investment.

INTRODUCTION

The insurance sector plays a vital role in economic development of a country. The insurance industry in India is progressing at a rapid pace since the opening up of industry in 2000. The passage of IRDA Act is the major reform in insurance sector. As per IRDA act private players can enter into insurance market with Foreign Direct Investment up to 26%. Privatization has brought in new players in the market with almost all having foreign partners. The emerging scenario provides the customer a wide range of new and innovative products with the choice of insurance companies. It is tough time for the insurers to build brand image for their products in the market and hence they are seeking to utilize multi distribution channels like traditional Agency model, broker model, Corporate agency, Bancassurance and direct marketing. Bancassurance Model is gaining its importance in the Indian insurance sector. The paper attempts to analyze the challenges and prospects of Bancassurance model in Indian insurance sector.

OBJECTIVES OF THE STUDY

- To understand the significance of Bancassurance Model.
- To analyse the growth of Bancassurance channel in India.
- To study the challenges and prospects of Bancassurance Model in Indian insurance market.

BANCASSURANCE IN INDIA

In India the insurance industry was opened up for private players in the 2000 by the enactment of IRDA Act. The entry of private players has led to tremendous changes in insurance business environment. It is tough time for the insurers to build brand image for their products in the market. Gone are the days to

depend only on Agency model for insurance distribution. Most of the private players are taking advantage of Bancassurance model to promote their business.

Banks are key pillars of Indian financial system. The share of bank deposits in the total financial assets of households is steadily increasing, at present it is 40%. Banks enjoy considerable goodwill as public have immense faith in banks. Bancassurance helps to promote insurance products by taking advantage of banking customers' data base and banks can increase their fee based earnings to a considerable extent. Bancassurance is a win- win model which brings benefits to insurer and banker. It is also a platform that fulfills both Insurance and Banking needs of a customer under one roof at a time.

The concept of Bancassurance originated in France in 1980s and now constitutes the dominant model in a number of European and other countries. Bancassurance has been successful model in the European countries contributing 35% of premium income in European life insurance market. It contributes over 65% of life insurance premium income in Spain and 60% in France and 50% in Belgium and Italy. In Asian markets Bancassurance has a limited share of the total sales but there is a trend that Bancassurance is gaining its importance in Asian markets including Indian insurance market. In India it is started in the year 2000, when the government issued notification under banking regulation Act to permit Indian Banks to do insurance distribution. It started picking up after the notification passed by the IRDA in Oct 2002 on "Corporate Agency" regulations. As per the concept banks can act as Corporate agent for insurers (one life insurer and one non-life insurer) to distribute insurance products.

Until the entry of private insurers state-owned insurance entities relied solely on the tied agency force and their own employees. But agents and employees have their limitations and Bancassurance can be a fruitful channel to attract corporate customers. India has an average savings rate of 23 percent. The savings with banks constitute more than 40% percent of the domestic household savings. The savings with the banks can become potential source of business for insurance companies. In India the banking networks consists of 66,700 bank branches, of which 33,000 branches are in the rural areas and 14,000 branches are in the semi urban areas. Each branch serves an average of 11,000 people. There are 196 regional rural banks, 27 public sector banks. The public sector banks account for 92 percent of the total branch network in the country. Banks have extensive experience in marketing to both existing customers and non-customers. They also have access to multiple communication channels, such as statement inserts, direct mail, ATMs Telemarketing, e-banking and so on. Banks proficiency in using technology will support to promote Bancassurance model in India.

The concept of Bancassurance is developed for the mutual benefit of both, the Banks and the Insurance companies. In this endeavor, the banks provide their network and customer database to multiply sales of insurance products. The insurance companies provide ample insurance products to the banks and also add to their revenues by paying good commissions. A Banker finds it a means of product diversification and generator of addition revenue. Whereas an Insurer see it as an avenue for increasing his market share and the premium turnover. A customer views it as a gift in terms of low cost, time saving and assured Service and finally delivery at his door step. In fact it is a window situation for all the three, the Banker, the Insurer and the Customer.

BANCASSURANCE MODELS

Banks can adopt any one of the following models for distributing insurance products. Each model has its own merits and demerits. Banks can choose any model depending on availability of infrastructure and risk factors.

Referral model:

Banks intending not to take risk could adopt "Referral Model", wherein they merely part with their client data base for business lead for commission. The actual transaction with the prospective client is done by the staff of the insurance company either at the premise of the bank or insurance office. This model is suitable for almost all types of banks including RRBs and Co-operative banks in rural and urban areas.

Corporate agency:

The other form of non-risky participatory distribution model is “Corporate agency model” where in the bank staff is trained to appraise and sell the insurance products to bank customers. Banks can earn fee based commission by distributing insurance products. Most of the Indian banks are distributing insurance products through this corporate agency model.

Joint venture model:

Joint venture model involves much more comprehensive and intricate relationship between insurer and banks where bank functions as a fully universal entity in its operation and selling of insurance products is just one of the banking functions. In Indian, ICICI bank, HDFC bank and SBI have already started to distribute insurance products through this model.

Insurance brokers:

Banks can act as insurance brokers by getting license from IRDA, wherein they provide expert advice to the customers about available insurance policies for which they get brokerage from the insurance company. Brokers represent the customers and sell the product of more than one insurance company. As brokers' banks are need to assess the risk on behalf a client and seek to determine the best insurance product for the customer.

ISSUES IN BANCASSURANCE:

The current IRDA (corporate agents) Regulations 2002 allow the banks to tie up with one life and one non-life insurance company. And as per the existing IRDA (insurance brokers) Regulations 2002, if a bank wishes to become an insurance broker it has to set a separate subsidiary to exclusively carry out the business of insurance broking. However, in order to facilitate the banks to take up the business of insurance broking without having a separate subsidiary and to ensure further penetration of insurance business with the banking network, the Authority has notified IRDA (licensing of banks as insurance brokers) Regulations, 2013. However, banks need to obtain approval of the RBI before applying for license to act as insurance brokers.

Banks which are acting as corporate agents can become insurance brokers as per this new regulation. But under insurance broking banks should accept the higher responsibility in distributing insurance products. It is the time for the banks to decide to continue with ‘corporate agency’ model or to go with new ‘Insurance brokers’ model.

PROSPECTS

In a country of one billion people there is a huge potential market for life insurance products. In India the penetration of insurance is very low, particularly in rural areas. There is a market for about 900 million for life insurance and for about 200 million for householders’ insurance policies. Again there is a huge potential for travel insurance market and health insurance. A wide distribution of network of banks provides a great opportunity to sell insurance products through banks. Another potential area of growth of Bancassurance is, encouraging the corporate customers to cover their life and properties with innovative insurance packages.

The prospects of Bancassurance in India are really bright because of following reasons.

- Indian economy is growing at 8% of growth rate.
- Increasing purchasing power parity.
- Huge inflow of Foreign Direct Investment.
- Expansion of middle income class Indians.
- Huge banking infrastructure across urban, semi urban and rural areas.

Banks are the key pillars India’s financial system and public have immense faith in banks. Insurers should channelize Bancassurance model in an effective way so that they can take advantage of banks customers’ data base. Selling insurance to existing banking customers is far less expensive than selling to group of unknown customers. Bancassurance model will minimise the transaction cost of insurers. Annual reports of insurance companies reveal that Bancassurance is gaining its importance by increasing its share in total sale of insurance products.

CHALLENGES AND STRATEGIES

Insurance is a business of solicitation which requires great drive to sell the insurance products. It should however be recognized that Bancassurance is not simply about selling insurance but about changing the mindset of a bank. Following are some of the challenges observed in distributing insurance products through the Bancassurance model.

- The products that bank employees offer are usually simple packaged products, which may not suit the all requirements of customers. However agents can offer tailor made products and services to customers by understanding the customers' portfolio of investment.
- Bank employees may find it difficult to offer professional service to insurance customers as it needs knowledge of premium and risk cover of various products insurance companies.
- Creating an environment of top level involvement of bank Management and bank officials is a challenge to any insurance company at this initial stage.
- Bank employees can extend their service to insurance customers only during banking hours. Bancassurance model could not offer service at times more likely to suit customers as it is possible under Agency model.
- Resolving possible conflicts of interest between the bank and the insurer and establishing credible service level agreements between the bank and the insurer are the challenging issues in Bancassurance model.
- Of course, the challenge of Bancassurance lies in Innovation, both the partners, banks and insurers must be creative in thinking. Banks need to think differently to analyze the customers' requirements and at the same time insurance companies must understand the mindset of banking customers and provide the products as per their requirements.
- Another challenge for Bancassurance model is complexity of regulations. Bancassurance model in India is functioning popularly under "Corporate Agency Model and "Joint venture model". As per Corporate Agency model, a bank can sell Products of any one life insurance company and any one non-life insurance company. However on 24th December 2013, Department of Finance, Government of India has issued a circular encouraging the banks to take "Insurance broker model" wherein banks can distribute insurance policies of multiple insurers. However under insurance brokers model banks are also responsible to discharge the duties as brokers towards policy holders.
- The biggest challenge for insurance companies is positioning the products. Convincing the customers to invest in insurance products is a difficult task for any distribution channel. Insurers need to have innovative marketing mix to promote insurance business.
- The most vital problem is of ignorance, investors should be made aware of the insurance benefits. The success of Bancassurance model requires the support of insurance education. Therefore it is necessary that insurance companies and banks should undertake extensive plan for educating the customers about insurance products and their benefits.
- The success of Bancassurance model demands advanced information technology to improve communication and management system. Banks are required to encourage the staff and the customers to adopt advanced information technology to promote insurance products.

CONCLUSION

Almost all the insurance companies operating in India are proposing to bring insurance products into the lives of the common man by making them available at the most basic financial point, the local bank branch, through Bancassurance. As it is in nascent stage, the market is facing certain challenges, but in due course Bancassurance will gain its popularity. Insurance Regulator & Development Authority should plan the guidelines to encourage insurers and banks to go with Bancassurance model to boost insurance business in India. Lack of awareness about insurance is the main challenge for the Indian insurance market. The various institutes like Insurance Institute of India, National insurance academy and other insurance councils are constantly engaged in spreading the message of insurance throughout the nation by organizing seminars and workshops. Of course there is a huge growth potential for insurance business

in India because of rising income levels of India's young population. Insurers should plan to segment the market and to design effective market strategies to meet the rising demands.

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A STUDY ON CUSTOMERS' PERCEPTION TOWARDS BRANDS IN SHOPPING MALLS

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Abstract

Brand is essentially the sum of all experiences related to the product, service, and companies that make and deliver the product. Brand perceptions are shaped by functional experiences (i.e. speed, quality, reliability, ease of use) as well as emotional experiences (i.e. make me feel better, improve my performance, make my life/job more gratifying or easier) the customer associates with the product and company.

There is a host of factors, which a person considers before visiting a mall. Each person has his own requirements and needs in a mall. Different factors concerning malls like brand image, security and safety, cleanliness and hygiene, customer care and assistance, entertainment options, shops and outlets, etc. play a major role in influencing the decision making process of the customer.

There is an opinion that brand image is the main factor that influences the decision making process of the customers. Through the research study, it is found that there are other factors along with the brand image, which play an equal role in influencing the customer. All the factors mentioned above play an important role in influencing the customer to visit the mall.

INTRODUCTION

The research has been conducted with the objective of identifying and analyzing the key factors and attributes, which influence consumers while deciding to visit a particular mall. Five shopping malls in Bangalore are chosen for the purpose of the study.

The study starts with a brief insight into the evolution of the Indian retail industry, the mall industry and the present structure. As mentioned earlier the study is on Consumers preference towards shopping malls, which includes the attributes that influence the consumers the most and the mall that they prefer the most.

The methodology adopted for this study was conducted by interviewing 50 respondents through a questionnaire. The respondents were asked a series of questions through which, an analysis has been made on the key factors and attributes that influence and drive the consumer's preference towards a particular mall in their decision process.

The malls, which were chosen for the purpose of this study, are Orion mall, Mantri square, Garuda mall, Central mall, Gopalan mall.

BRAND & BRAND PERCEPTION:

Brand is essentially the sum of all experiences related to the product, service, and companies that make and deliver the product. Brand perceptions are shaped by functional experiences (i.e. speed, quality, reliability, ease of use) as well as emotional experiences (i.e. make me feel better, improve my performance, make my life/job more gratifying or easier) the customer associates with the product and company.

Brand experiences and perceptions are developed over time through a variety of sources, including:

- Previous experience with the brand
- Interactions with sales, customer service, and other employees

- Recommendations from friends and colleagues
- Reviews by reputable sources
- Advertising

MALL CULTURE IN INDIA:

Malls have become multi-activity centers where entertainment, shopping and get-together are all arranged at one place. Mall culture is coming of age as consumerism catches on like wildfire.

Lately, malls have become the ideal meeting place for people of all age groups. However, the most visible among them is the young crowd. For them, it is the best hang out. Shopaholics too find malls attractive with their huge array of stocks and choices.

The concept of shopping has perceptibly changed. Many shoppers find malls attractive because they get the whole range of products under one roof.

Malls have virtually become the meeting ground for families and forget-together and parties. It has become a status symbol to organize a birthday bash or such occasion here. The artificial lights with air conditioning add pep to the ambience.

In India, increased spending can be directly attributed to the rise in disposable income, willingness to spend and to get the best. In addition, malls spare no effort in courting customers who are willing to spend. They, therefore, provide many facilities hitherto not available to customers. Moreover, one can shop for home furnishings to groceries, fabrics to accessories, toiletries to food at one place. It boasts of a good location, a lot of space and good parking facilities.

Some popular malls witness a footfall of over 15,000 people during the weekdays. And this number crosses 40,000 at weekends. Taking cue from the heavy footfall, existing malls are contemplating expansion and a good number of private investors are considering malls for new business ventures.

FACTORS AFFECTING FOOTFALL IN MALLS:

There are many factors, which affect the customers' decision to visit a particular mall and to make a purchase.

Some of the factors are mentioned below.

- Brand awareness of the mall
- Security and safety
- Cleanliness and hygiene
- Ambience
- Entertainment options
- Eat-outs and cafes
- Shopping facilities
- Parking facilities

CURRENT RETAIL SCENARIO IN BANGALORE:

Organized retail activity in Bangalore is primarily driven by department stores, specifically the apparel sector. This is not surprising, considering that majority of India's apparel manufacturing units are concentrated in the south. Local giants such as Kemp Fort and national chains like Shoppers' Stop, Pantaloons and Lifestyle have been equally successful. Specialty apparel and accessory stores like Wills Lifestyle, Benetton and SF have also enjoyed considerable success.

F&B contributes to approximately 20 per cent of Bangalore's retail activity. Bangalore is home to several chains of fast food outlets and cafes, including Café Coffee Day, Barista, Pizza Hut and India's only KFC outlet. Pizza Hut and KFC have aggressive growth plans on the anvil. A significant driver of the F&B industry is the pub culture of Bangalore. There are about 25 Grade A pubs in all, operating in the city that spans across only 250 sq km, with Spin, Hypnos and F-Bar being the latest additions.

Currently 17 in number, the chain is still expanding into residential pockets of the city. Foodworld was initially responsible for making the concept of grocery store chains popular in Bangalore. Several others that have followed suit include Fab Mall and Monday 2 Sunday Stores. Specialty retail outlets have started gaining significance in Bangalore.

One such example is that of RPG's Health and Glow, which is a chain of healthcare stores with 9 fully functional outlets.

Multiplexes have only recently decided to make their foray into the Bangalore market. PVR is managing the operations of the 11-screen multiplex in the Prestige TheForum Mall. Inox operates from the Garuda mall. Three other much smaller multiplexes are also in the pipeline, including Fun Republic from E-Citi which will start a 4-screen multiplex in the Sigma Mall on Cunningham Road.

RESEARCH DESIGN

2.1 RESEARCH:

Research is a systematic investigative process employed to increase or revise current knowledge by discovering new facts. It is a systematic process of design, collection, and analysis, reporting the findings and arriving at solutions for business problems. Research is required for identifying and finding solution to problems, taking decisions impacting business, finding alternative strategies and developing new concepts.

2.2 RESEARCH DESIGN:

Research design is a plan of action indicating the specific steps that are necessary to provide answer to those questions, test the hypothesis, and thereby achieve the research purpose that helps choose among the decision alternatives to solve the management problem or capitalize on the market opportunity.

According to Kelinger, "Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance."

2.3 TITLE OF THE STUDY:

"A STUDY ON CUSTOMERS' PERCEPTION TOWARDS BRAND IN SHOPPING MALLS".

2.4 STATEMENT OF THE PROBLEM:

There exists conflicting views with regard to the impact of Brand image on the buying behavior of mall visitors. Some are of the opinions that brand image do affect the visitors' behavior while others argue that it is the ambiance and the facilities in the mall that affect the behavior of visitors. Thus, there exists a research gap. The research problem under consideration is as follows:

"Whether there is any significant effect of brand image on the visitors' behavior".

2.5 OBJECTIVES OF THE STUDY:

- The basic objective of the study is to improve on the understanding of buying behavior of the mall visitors.
- To know the preferences of the visitors in a mall.
- To know the factors those affect the visiting and buying frequency of the mall visitors.
- To identify whether different categories of mall visitors; e.g., trial buyers, occasional buyers, frequent buyers and regular buyers; perceive mall facilities differently, and whether these perceptions affect buying behavior in different ways.

2.6 SCOPE OF THE STUDY

- ✓ The scope of the study is limited only to the Bengaluru.
- ✓ Further only four shopping malls visited in the research process.

2.7 METHODOLOGY:

Type of research:-

The type research adopted for the study is explorative research. Explorative research seeks to find out more about the phenomenon which are little known. Explorative studies approach a topic broadly to identify the range of issues and opinions associated with it.

Data collection:-

1. Primary data:

The data is obtained from interview and interaction with the visitors and/ customers in the respective four malls.

2.8 LIMITATIONS OF STUDY:

There were some limitations for completing this study successfully. Some of them are mentioned as under.

- ⊗ The study focuses on only in Bangalore city, which compelled to neglect several potential samples outside the area.
- ⊗ The study was conducted with certain assumptions that the respondents had provided the true information.
- ⊗ Due to limited number of respondents, the authenticity of the conclusions drawn based on the observations made cannot be ensured.
- ⊗ Time factor is also one of the critical limitations to the research.

ANALYSIS OF DATA

Attributes that Influence the Customer

Attributes	Very Important	Important	Not Important
Brand Image	24	15	11
Safety & Security	24	23	3
Cleanness & Hygiene	23	27	0
Customer Care & Assistance	22	25	3
Ambiance	30	13	7
Entertainment	20	19	11
Eat-out & Cafes	14	19	17
Shops & Outlets	21	21	8
Parking Facilities	19	21	10

The above table gives the information on the attributes that influences the consumer. The table is divided into 3 degree of importance, i.e., Very Important, important, and Not Important. From the above mentioned where 60% of the respondents feel ambiance is Very Important. 24 among 50 respondents feel brand name and safety and security are the next attribute, which is Very Important. 23 among 50 respondents find cleanliness and hygiene as the next attribute.

Role of Advertising in Enhancing Brand Image of the Mall

Role of Advertising	Number of Respondents	Percentage
High	42	42%
Medium	42	42%
Low	16	16%
Total	100	100%

The above table shows that most of the respondents think that advertising plays a significant role in enhancing the brand image of the shopping malls. 84% of the respondents feel that there is a significant role of advertising in enhancing the brand image of the malls.

Impact of Brand Name on Decision

Response	Number of Respondents	Percentage
Yes	56	56%
No	44	44%
Total	100	100%

The above table shows that brand name plays a significant role in deciding a mall to visit, though there are other factors that affect the decision. 56% of the respondents say that they decide to visit a mall based on the brand image of the mall.

Basis For Selection of a Particular Mall

Attribute	Number of Respondents
Brand Image	36
Safety & Security	30
Cleanness & Hygiene	34
Customer Care & Assistance	30
Ambiance	56
Entertainment	42
Parking Facilities	24

The above table shows that ambience is the attribute which most of the respondents would consider before selection of a mall. 56 % of the respondents mentioned ambience as one of the factors, they would consider before selection of a mall. The next factor after ambience is the entertainment options, which is mentioned by 42% of the respondents.

FINDINGS AND SUGGESTIONS

Findings of the Study:

1. Maximum numbers of respondents are from the age group of 15-25 years (40%) and 25- 35 years (42%).
2. Majority of the respondents (60%) are male.
3. Most of the respondents (42%) visit malls once n a month.
4. Most of the respondents (68%) visit malls with their friends.
5. The main purpose for visiting malls for most of the respondents is shopping and entertainment (movies, live shows, etc).
6. The number of regular and frequent buyers in malls is less than 50% of the total number of respondents.
7. The number of respondents who feel that ambience is an important factor is more than 50%. This is far higher than the number of respondents who feel attributes like entertainment options, eat-outs and shops are important. This shows that visitors perceive shopping malls as a place to hangout rather than a place to shop.
8. Safety and security are the concerns for most of the respondents. 48% of the respondents feel that these factors are very important in a mall, 46% fell that these factors are important. Only 6% feel that it is not an important factor.
9. Cleanliness and hygiene are important concerns for all of the respondents. None of the respondents feels that cleanliness is not an important factor.
10. Ambience of the mall is one of the main factors for most of the respondents (52%) to select a particular mall. The next important factor is the entertainment options (42%) at the malls.

SUGGESTIONS:

Based on my finding during the customer survey, these are the recommendations to the mall industry:

- Introduce a loyalty program for frequent visitors. Render services such as special discounts at select stores, gift coupons, special parking facility and so on. This would instill goodwill for the malls.
- Organize more promotional, fun events and games in the malls.
- Advertise at strategic locations, using billboards and hoardings.
- Majority of the mall visitors are youngsterswit an age range of 20-30 years. Therefore, strategies are to be implemented to attract people from other age groups also.
- Improve security measures in the malls to ensure better security and safety within the malls.

- Majority of the respondents in the study are accompanied by their friends while visiting malls. Therefore, strategies are to be implemented to make families to visit malls.
- Make the mall environment more children friendly, introduce childcare units and prams, so that the mothers can enjoy their shopping and not bother about carrying the baby around.
- Introduce periodic discounts, gift coupons, etc to convert window shoppers to frequent buyers.

CONCLUSION

There is a host of factors, which a person considers before visiting a mall. Each person has his own requirements and needs in a mall. Different factors concerning malls like brand image, security and safety, cleanliness and hygiene, customer care and assistance, entertainment options, shops and outlets, etc. play a major role in influencing the decision making process of the customer.

There is an opinion that brand image is the main factor that influences the decision making process of the customers. Through the research study, it is found that there are other factors along with the brand image, which play an equal role in influencing the customer. All the factors mentioned above play an important role in influencing the customer to visit the mall.

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GREEN MARKETING:- NECESSITY AS WELL AS OPPORTUNITY FOR INDUSTRIES IN CURRENT ERA

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INTRODUCTION:

Green represents nature. It is widely accepted that the colour green represents growth. Green is closely associated with growth and hope. With the changing times the colour green has almost become synonymous for environment. As the environmental resources are limited, it is the responsibility of the human race to protect and prevent the environment. Therefore, it is important for all of us to utilize the resources effectively and efficiently.

The government of India launched an Eco-mark Scheme in 1991 to increase consumer awareness in respect of environment friendly products. The aim of the scheme is to encourage the customers to purchase those products which have less harmful environmental impact. The evolution of green marketing has three phases. First phase was termed as "Ecological" green marketing. During this period all marketing activities were concerned to help environment problems and provide remedies for environmental problems. Second phase was "Environmental" green marketing. During this phase the focus shifted on clean technology that involved designing of innovative new products, which take care of pollution and waste issues. Third phase was "Sustainable" green marketing. It came into prominence in the late 1990s and early 2000.

Green marketing, also known as environmental marketing and sustainable marketing, refers to an organization's efforts at designing, promoting, pricing and distributing products that will not harm the environment. Majority of people believe that green marketing refers solely to the promotion or advertising of products with environmental characteristics. Terms like Phosphate Free, Recyclable, Refillable, Ozone Friendly, and Environmentally Friendly are some of the things consumers most often associate with green marketing. Various activities are covered under green marketing, such as product modification, production process changes and changing the packaging of the product. Hence, in the current scenario, the concept of green marketing is gearing up like hot cakes and it is an upcoming popular promotion strategy to bring about awareness among the consumers. The business houses follow ethical and green practices while dealing with customers, suppliers, dealers and employees. Today, the government as well as the public sector companies has become sensitive towards the environment related issues and they are adopting policies to prevent Global warming, pollution, water contamination etc.

In a survey conducted by National Geographic Society and the International Polling firm Globescan (2010), to find about the Consumers Green Attitude called – Consumer Greendex, the top scoring consumers were in the developing countries like India, Brazil and China. Consumers showing the largest increase in environmentally sustainable behaviour were in India, Russia and the United States of America.

OBJECTIVE OF THE STUDY:

- ❖ To provide and insight concept of green marketing.
- ❖ To study the challenges and opportunities for green marketing in India.
- ❖ To know the different strategies implemented by the firms.
- ❖ To study the initiatives taken by the Indian government and business houses.

RESEARCH METHODOLOGY:

The study is primarily based on secondary data. It focuses on News Papers, Journals, websites and the other reliable sources.

CONCEPT OF GREEN MARKETING:

As per Mr. J. Polonsky, green marketing can be defined as, "All activities designed to generate and facilitate any exchange intended to satisfy human needs or wants such that satisfying of these needs and wants occur with minimal detrimental input on the national environment."

According to Charter green marketing is defined as greener marketing is a holistic and responsible strategic management process that identified, anticipates, satisfies and fulfill stakeholder needs, for reasonable reward, that does not adversely affect human or natural environmental well being'.

"Green Marketing" refers to holistic marketing concept wherein the production, marketing consumption and disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc. There is a dire need for the marketers and consumers to move to the eco friendly products and services. It was in late 1980s that the concept of green marketing became prominent. The green marketing has evolved over a period of time. According to Peattie (2001), there are three phases of green marketing evolution.

- ✓ Ecological green marketing
- ✓ Environmental green marketing
- ✓ Sustainable green marketing

GREEN PRODUCTS AND ITS CHARACTERISTICS

The products those are manufactured through green technology and that caused no environmental hazards are called green products. Promotion of green technology and green products is necessary for conservation of natural resources and sustainable development.

We can define green products by following measures:

- Products those are originally grown,
- Products those are recyclable, reusable and bio degradable,
- Products with natural ingredients,
- Products containing recycled contents, non-toxic chemical,
- Products contents under approved chemical,
- Products that do not harm or pollute the environment,
- Products that will not be tested on animals,
- Products that have eco-friendly packaging i.e. reusable, refillable containers etc.

GREENERY OF GREEN MARKETING

The green marketing has evolved over a period of time. According to the American Marketing Association, the concept becoming sustainable and has gone from an afterthought to top priority for many companies. Businesses that are proven to be sustainable are the ones that people will respond to and not those that are simply promoting themselves as green.

The importance of green business will directly impact the world and the environment, green business in India could quite literally alter the ecology in future. India's economic growth rate has been incredible, and will continue to be incredible for many years to come. Today's Companies try to develop new and improved products and services with environment inputs in mind and give themselves access to new markets, increase their profit sustainability and enjoy a competitive advantage over the companies which are not concerned for the environment.

Some of the advantages of green marketing are;

- ❖ It ensures sustained long-term growth along with profitability.
- ❖ It saves money in the long run, though initially the cost is more.
- ❖ It helps companies market their products and services keeping the environment aspects in mind. It helps in accessing the new markets and enjoying competitive advantage.

- ❖ Most of the employees also feel proud and responsible to be working for an environmentally responsible company.

Today's consumers are becoming more and more conscious about the environment and are also becoming socially responsible. Therefore, more companies are responsible to consumer's aspirations for environmentally less damaging or neutral products. In connection with green concept, "It's more than changing your logo from blue to green," Tuerff says, acknowledging a far more environmentally savvy consumer base.

CHALLENGES:GREEN MARKETING

Ever since green marketing has become popular, the companies are facing many problems while implementing Green Marketing.

The foremost challenges to Green marketing which have to be faced are:

✓ **Need for Standardization:-**

The companies are making big claims about going green but it is found that only 5% of them are true. There is a lack of standardization to authenticate these claims. There is no standardization currently in place to certify a product as organic. Therefore, there a need of the control board for such labelling and licensing.

✓ **New concept:-**

Today in Indian scenario, the urban customer is more aware of the advantages of the green Product and some of them may be even ready to purchase such a product even though it may be highly priced. But it is still a new concept for the masses. So there is a need to educate the customer and made him aware of the environmental threats. The challenge is to penetrate the new green movement to the masses which will take a good amount of time and effort. Indians lead healthy lifestyles by consuming natural food and practicing yoga.

✓ **Cost factor:-**

The green products are more expensive as a lot of money has to be spent on R&D Programmes for their development and subsequent promotional programs. Green marketing involves Marketing of green products or services, green technology, green power/energy.

✓ **Convincing Customers-**

The customers may not believe in the firm's strategy of Green marketing, so the organisation should ensure that they undertake all possible measures to convince the customer about their green product, the best possible option is by implementing Eco-labelling schemes.

✓ **Non Cooperation-**

The firms committed to Green marketing have to make every effort to persuade the stakeholders and many a times they may fail to convince them about the long term benefits of Green marketing as compared to short term expenses.

✓ **Sustainability-**

When the company switches over to green marketing, the profits are very low since renewable and recyclable goods and green technologies are more costly. Therefore, the business plan has to be for long term rather than short term. The companies should also strive not to fall into the luring of unethical practices to make short term gains.

REASONS TO BE GREEN

Most of the companies are venturing into green marketing because of the following reasons:

✓ **Opportunity:**

In India, around 25% of the consumers prefer environmental-friendly products, and around 28% may be considered healthy conscious. The Surf Excel detergent which saves water (advertised with the

message—"do bucket paani roz bachana") and the energy-saving LG consumers durables are examples of green marketing.

✓ **Social-Responsibility:**

Many companies have started realizing that they must behave in an environment-friendly fashion. The HSBC became the world's first bank to go carbon-neutral. Coca-Cola and Walt Disney World in Florida, US, have an extensive waste management program and infrastructure in place.

✓ **Governmental-Pressure:**

The Indian government too has developed a framework of legislations to reduce the production of harmful goods and by products to protect consumers and the society at large. For example, the ban of plastic bags in Mumbai, prohibition of smoking in public areas, etc.

✓ **Competitive-Pressure:**

Many companies take up green marketing to maintain their competitive edge. The green marketing initiatives by niche companies such as Body Shop and Green & Black have prompted many mainline competitors to follow suit.

✓ **Cost-Reduction:**

Reduction of harmful waste may lead to substantial cost savings. For example, the fly ash generated by thermal power plants, which would otherwise contributed to a gigantic quantum of solid waste, is used to manufacture fly ash bricks for construction purposes.

IMPLEMENTING STRATEGIES:

- ✓ Set legal constraints on green marketing.
- ✓ Governments can lead the private sector to better green marketing and ensure its credibility by providing guidelines or regulations for assessing products.
- ✓ Existing national and inter- national regulations for marketing and advertisements mainly ensure honesty and transparency for protecting the safety of consumers.
- ✓ The idea of regulating marketing claims comes from consumer protection movements to govern certain production categories, such as organic products, or to regulate that a product accurately reflects the real qualities that it claims to possess.

ECO-FRIENDLY:

Eco-friendly literally means earth-friendly or not harmful to the environment .This term most commonly refers to products that contribute to green living or practices that help conserve resources like water and energy. Eco-friendly products also prevent contributions to air, water and land pollution. We can engage in eco-friendly habits or practices by being more conscious of how you use resources. The term "eco-friendly" has been used for so many different products and practices; its meaning is in danger of being lost. By understanding the true meaning of eco-friendly, you can implement the practices that will lead to healthier living for the planet and its inhabitants.

INDIAN COMPANY INICIATIVES TAKEN BY BUSINESS ORGANISATION AND GOVERNMENT AGENCIES FOR GREEN MARKETING IN INDIA

❖ **DELHI METRO: DELHI METRO RAIL CORPORATION (DMRC)**

The world's thirteenth largest metro system in terms of length, Delhi Metro is serving Delhi, Gurgaon, Faridabad, Noida and Ghaziabad, in the National Capital Region of India. It has made a significant environmental and social impact on the common man of Delhi and NCR. In a study by the Central Road Research Institute (CRRI), it is evident that Metro railway has helped in saving about 33,000 tons of fuel and prohibited emission of more than 2,275 tons of hazardous gases.

❖ **GREEN IT PROJECT: STATE BANK OF INDIA (SBI)**

The bank has saved power costs and earned carbon credits by installing eco and power friendly equipment in its 10,000 new ATMs. In this way SBI has set up an example for others to follow. SBI has stepped into green service called as –Green Channel Counter. Paper less banking is promoted. State Bank of India turns to wind energy to reduce emissions and this program is dedicated to the reduction of its carbon footprint and promotion of energy efficient processes, especially among the bank's clients.

❖ **LEAD FREE PAINTS: KANSAI NEROLAC LIMITED**

Kansai Nerolac has worked on removing hazardous heavy metals like lead, mercury, chromium, arsenic and antimony from their paints as they have adverse effects on humans. Central Nervous System, kidney and reproductive system may be damaged by the Lead in the paints. The children may have problems related to low intellect levels and memory loss.

❖ **REVA ELECTRIC CAR: MAHINDRA & MAHINDRA LIMITED**

Mahindra Reva is the first –in-line of next generation global electric vehicles. Factors like rapid urbanization, rising fuel costs, pollution and congestion, Eco-conscious, Cost-conscious, tech savvy, small is big concept, and the desire to strike a balance between sustainability and functionality motivated Mahindra & Mahindra limited to produce its first electric car Reva. Products are Electric Vehicle—e2 and Earth friendly small tractor designed to the farmers.

❖ **GOING GREEN MANTRA: TATA MOTORS LIMITED**

Tata Motors is setting up an Eco-friendly showroom using natural building material for its flooring and energy efficient lights. The Taj chain of Hotels is creating Eco rooms which will have energy efficient mini bars, organic bed linen and napkins made from recycled paper. But carpets will not be used as chemicals are required to clean them. Rooms will have CFLs or LEDs from energy conservation viewpoint.

❖ **GREEN MACHINES: WIPROTECHNOLOGIES LIMITED**

In Indian context, Wipro InfoTech was the first company to launch environment friendly computer peripherals. These products are ROHS (Restriction of Hazardous Substances) compliant thus reducing e-waste in the environment. For the Indian market, Wipro has launched a new range of desktops and laptops called Wipro Green ware.

❖ **COTTON TAGGING AND PAPER BAGS: ADDIDAS, REEBOK, PEPE ETC.**

As the concept of green marketing is gearing up, we can see changes in promotional activities like usage of paper bags, recyclable paper bags or eco friendly bags for packing their products. Initiatives have been taken by brands like Adidas, Reebok, lotto, Nike. Tags on products made of plastic paper or synthetics are being replaced by cotton tags. These small steps really have big impact on environment and on the minds of green customers.

❖ **E- WASTE MANAGEMENT: CENTRAL POLLUTION BOARD OF INDIA**

The Central Pollution Control Board (CPCB), an autonomous body under the MOFE, plays an important role in drafting guidelines and advising the MOFE. The ministry of Environment & Forest (MOEF) of the Government of India is responsible for environmental Legislation and its control. The E-waste Rules place main responsibility of e-waste management on the producers of the electrical and electronic equipment by introducing the concept of Extended Producer Responsibility (EPR).

❖ **PAPERLESS OFFICES: INDIAN RAILWAY CATERING AND TOURISM CORPORATION (IRCTC)**

Proponents claim that "going paperless" can save money, boost productivity, save space, make documentation and information sharing easier, keep personal information more secure, and help the environment. Recently IRCTC has allowed its customers to carry PNR no. of their E-Tickets on their laptop and mobiles. Customers do not need to carry the printed version of their ticket anymore. Easy recharge, online competitive examinations are steps towards paperless offices.

❖ **ECO-FRIENDLY RICKSHAWS**

Battery operated rickshaw, –E-rick, sponsored by a cellular services provider, to promote eco-friendly transportation in the Delhi and Jaipur are very popular these days.

❖ **VOLTAS**

In the year 2007, Voltas (Tata Group) launched the green range of air conditioners, following which it was made mandatory by the Govt. to have energy star rating for electronic home appliances. Energy star is a well known traditional standard for energy efficient consumer products that originated in the United State.

❖ **INFOSYS TECHNOLOGIES LTD. :**

This company paid attention to creating the green infrastructures, car pool for employees, conservation and harvesting of water, thereby increasing the bio-diversity in campuses. The Company believes in refurbishing of old products along with making new products which are more competent and environment friendly.

FUTURE OF GREEN MARKETING

In the last two decades the companies are feeling stressed about the environmental concerns to ensure the sustainable growth of the society at large. The marketing companies have the challenges to make the consumers aware of the need for green products as they are more beneficial compared to non-green ones and the benefits the consumer can gain in the future. The Government is also supporting the green marketers. Looking into the advantages of green marketing, the consumers also do not mind paying more for a cleaner and greener environment. Marketers need to take this as an opportunity to build their product portfolios and promote themselves as green. Finally, consumers, industrial buyers and suppliers need to promote the positive effects of Green marketing on the environment. Green marketing assumes even more importance and relevance in developing countries in the world like India which should be path breakers and trendsetters for all others to follow.

CONCLUSION

Green marketing is a tool for protecting the environment for future generation. It is not going to be an easy concept. The firm has to plan and then carry out research to find out how feasible it is going to be. Green marketing has to evolve since it is still at its infancy stage. Adoption of Green marketing may not be easy in the short run, but in the long run it will definitely have a positive impact on the firm. Green Marketing is still in the stage of childhood in the Indian companies. Lots of opportunities are available. Now this is the right time to select Green Marketing globally. It will come with drastic change in the world of business if all nations will make strict rules because green marketing is essential to save world from pollution. From the business point of view because a clever marketer is one who not only convinces the consumer, but also involves the consumer in marketing his product. Green marketing should not be considered as just one more approach to marketing, but has to be pursued with much greater vigor, as it has an environmental and social dimension to it. With the threat of global warming looming large, it is extremely important that green marketing becomes the norm rather than an exception or just a fad. Recycling of paper, metals, plastics, etc., in a safe and environmentally harmless manner should become much more systematized and universal. It has to become the general norm to use energy efficient lamps and other electrical goods.

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RECENT TRENDS IN MARKETING

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Abstract

Marketing is typically seen as the task of creating, promoting and delivering goods and services to consumers and business.

Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products

Marketing is an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Evolution Marketing: As early as 1700, the economist Adam Smith gave guidelines to British government on how to compete in the new global market place. The main reason why trading occurs on the demand side is that people like to acquire and use a variety of goods and services rather than live in isolation in which they consume only what they produce.

The marketing has moved through distinct stages of eras. Production era, sales era, the marketing era and relationship era..

Today's marketers are focusing on lifelong customers. Its time to build a long lasting and strong relationship with the large customer base. Large companies create, maintain and update large customer database containing demographic, lifestyle, past experience and create design their offerings required by them to please and delight customers who remain loyal to them. To accomplish this mission, marketing personnel are working on cross disciplinary dimensions.

The seven Ps have focussed strictly on the 'means' while the four A s bring in the 'ends'.

Accessibility is one that now days customer look for so, we now have

Electronic – Business, commonly referred to as e-business it is the utilisation of Information and Communication Technologies(ICT) in which marketing is conducted on internet, it is more generic term than e-commerce because it refers to not only buying and selling but also to post –selling.

In recent era, Consumers today have more awareness and knowledge due to the increase in media and proliferation of online space. Technology has made a tremendous impact in terms of different channels of communication which will telecast various happenings.

E-marketing : The rapid growth of the internet, with varieties of broadband all over the world making the marketers to make extensive use of information technology profitably. E- marketing creates more customer value through more effective segmentation, targeting and strategies. E – marketing is the result of information technology applied to traditional marketing. It starts from the business environment.

E-marketing is referred to those strategies and techniques which utilized online ways to reach target customers.

It has more efficient planning and execution of concepts, distribution, pricing and promotion of goods and services.

Societal Marketing:

Societal marketing holds that the organisation's task is to determine the needs, wants and interests of a target market and to deliver satisfaction more effectively and efficiently than competitors in a way that preserves or enhances social, ethical and ecological well being. It is linked with corporate social responsibility and sustainable development.

Green marketing: Green marketing is the marketing of products that are presumed to be environmentally incorporate to a broad range of activities ,including product modification, changes in the production process ,sustainable packaging, as well as modifying advertising.

Green marketing has become more important as it has opened up a window of opportunity for companies to set up a new business trend . Green marketing was considered as one of the major trends in the modern business world. Besides that, there were also few reasons for those companies to involve themselves in the

development of green marketing. These reasons were compliant with environmental pressures; obtaining competitive advantage; improving corporate images; seeking new markets or opportunities; and enhancing product value.

Customer Relationship Marketing:

Relationship marketing was first developed through direct response marketing campaigns emphasizing customer retention and satisfaction, rather than a dominant focus on sales transactions. Relationship marketing differs from other forms of marketing in recognizing the long term value of relationships extending communication beyond intrusive promotional messages.

Business/Industrial marketing:

Business marketing is the practice of selling products and services to other companies or organizations that either resell them or use them as components in products or services they offer. Business/Industrial marketing at times also known as B2B marketing.

The tremendous growth and change in business marketing is due to three “revolutions”

Conclusion: The field of marketing has witnessed tremendous changes in various aspects. Marketing strategies are done to cater to the needs of customer with adoption of latest fast developing technologies. All recent trends in marketing focus on retaining customer loyalty, satisfaction and provide customized products demanded by the prospective customers.

Introduction

A mutual fund is a connecting bridge or a financial intermediary that allows a group of investors to pool their money together with a predetermined investment objective. The mutual fund will have fund manager who is responsible for

A market is one of many varieties of systems, institutions, procedures, social relations and infrastructures whereby parties engage in exchange. Market may be any place where two parties buyer and seller buys and sells any product or service for any consideration.

The exploding competition is coming from many avenues. For a market to be competitive ,there must be more than a single buyer and seller. We all live in the world of competition. So, surviving in this world of competition is not easily possible, for which we need to identify the competitors. To identify competitors one needs to understand the firms which deal and satisfy similar needs of the customer. Once a company has identified its main competitors and their strategies, it must work with new strategies which will cater to the needs of customer and retain them for longer possible period.

Today's marketers are focusing on lifelong customers. Its time to build a long lasting and strong relationship with the large customer base. Large companies create, maintain and update large customer database containing demographic, lifestyle, past experience and create design their offerings required by them to please and delight customers who remain loyal to them. To accomplish this mission, marketing personnel are working on cross disciplinary dimensions.

Today's marketers have recognised the need for a complete, comprehensive which goes beyond traditional marketing concept. The holistic market is based on the development, design and implementation of programmes, processes and activities that recognise the potentiality and interdependencies.

According to Kotler, in order to explore, create and deliver individual customer value in a dynamic and competitive environment, marketers need to invest in the company's relations with all consumers, collaborators, employees and communities.

Jagadish Sheth, Professor at emroy University's goizueta school of business has created a new framework that he believes to be replacing the four Ps approach ie.,four 'A's of marketing which directly correlates to market success.

Market value coverage=acceptability x affordability x accessibility x awareness.

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It has more efficient planning and execution of concepts, distribution, pricing and promotion of goods and services.

The types of E-markets:

B2B – Business-to- business marketing or inter-company business carried online.

B2C- business-to-consumer marketing, here products and services are marketed through medium of Internet directly to the consumer.

C2C- Consumer –to- consumer marketing, consumers directly selling products and services to consumers.

Eg: ebay

Marketing Mix in E-marketing:

E-marketing also uses a suitable combination of components of the marketing mix.

Product : Companies will be touch with customer base to evaluate customer needs and match them with technological developments to create new innovative products.

Price: In E-marketing, the standard pricing methods or models may not be suitable. A competitive and attractive price will pull more sales.

Place: With the use of the internet, e-marketers have expanded the ways they sell their products. E-tailers represent a new distribution channel to deliver the products on time. Efficiency in delivering the products and services will bring in more volume of sales. Innovative new intermediaries called metamediaries have emerged in association with internet marketing.

Promotion: Promotion is extremely necessary in E-marketing being an interactive and active media where consumers must choose, i.e click to see something to view the products as long or short as they like. One can have direct interaction with marketers online. Promoting a website includes both online and offline strategies. Online strategies include search engine optimization, banner ads, multiple points of entry, viral marketing, strategic partnership and affiliate marketing.

Presentation: The presentation of the online business needs to have an easy to use navigation. The look and feel of the website should be based on corporate logos and standard.

Processes: Customer supports needs to be integrated into the online website. A sales service that will be able to answer the questions of their customers fast and in a reliable manner is necessary

Personalization: Using the latest software it is possible to customize the entire web site for individual user without additional costs. The mass customization allows the company to create web pages, products and services that suit the requirement of the user.

The main tool of E – marketing is the Internet. The Internet is a global network of interconnected networks. This includes millions of corporate, government, organizational and private networks forming the World Wide web(www).Every computer, mobile phone or other networked device like laptops can send and receive data in the form of e-mail or files over the Internet. A company can distribute via the Internet. The internet has grown exponentially over the past few years due to three major developments. The first is the development of user-friendly interfaces.

The second reason for the explosion of the Internet is that these interfaces allow individuals, business and organizations to use data, graphics, sound and video.

Internet technologies have changed traditional marketing in a number of critical ways.

- a. Power shift from sellers to Buyers- both individual and business are more demanding than ever because they are just a click away from plethora of global competitors.

- b. Death of distance- Geographic location is no longer a factor when collaborating with business partners, supply chain firms, customers. The Internet has made place less important and allows many buyers and sellers to bypass traditional intermediaries.
- c. Time Compression: Time is not a factor with communication between firms and their stakeholders. Online stores can be open 24x7 and people can communicate as per their convenient schedules.
- d. Intellectual Capital rules: Imagination, creativity and entrepreneurship are more important resources than financial capital.
eg. Amazon.com, snapdeal, flipkart, paytm, ebay, myntra., etc

Amazon.com is an American electronic commerce and cloud computing company, founded in July 5, 1994 by Jeff Bezos based in Washington. It is the world's largest Internet based retailer in the world by total sales and market capitalization. The net revenue of Amazon.com's B2c e-commerce sales from 2004-2015, in billion US dollars as reported is 107.01 billion in US dollars up from 74.45 billion US dollars in 2013. The majority of the company's revenues are generated through the sale of electronics and other products. Amazon.com deals with electronics, furniture, fashion and other variant products. \$70.5 billion revenue from United States, \$ 11.8 billion from Germany, \$ 8.3 billion from Japan and \$7.4 billion is from the Rest of the world.

Flipkart: Was founded by Mr. Sachin Bansal and Binny Bansal, alumni of Indian Institute of Technology, Delhi in Oct 2007. The Bengaluru –headquartered company seems to be in an advantageous position. Flipkart, India's largest online retail company, said the company recorded its highest- ever single day sales on Monday Oct 3rd 2014 and sold products worth Rs.1,400 crore. Its annual revenue Rs. 10,245 crore (2015).

Snapdeal is an Indian e-commerce company based in New Delhi, India. The company was started by Kunal Bahl, a Wharton graduate as part of the dual degree M&T Engineering and Business program at Penn, and Rohit Bansal, an alumnus of IIT Delhi in February 2010.

eBay was founded in Pierre Omidyar's San Jose in September 1995. It was from the start meant to be a marketplace for the sale of goods and services for individuals. In 1998, Pierre and his cofounder Jeff Skoll brought in Meg Whitman to sustain the success.

Advantages of E-marketing: E market is advantageous to both the consumers and marketers. Reduction in costs through automation and use of electronic media.

Faster response to both marketers and the end users.

A variety of products can be displayed in a single website.

Limitations of space, staff and other resources are eliminated.

Increased ability to measure and collect data.

It offers convenience for adequate product or service

Disadvantages: E-marketing process may not be suitable for all varieties of products and services.

The costs for setting up the websites, there are recurring costs involved for maintaining and updating the site.

Regulations in many countries restrict use of credit card payments online using foreign exchange.

Possibility of hackers e-marketing is another disadvantage.

Tele-marketing: It is also known as telesales in the UK and Ireland is a method of direct marketing in which a salesperson solicits prospective customers to buy products and services. It is done through phone or through web conferencing appointment.

Customer Relationship Marketing:

Customer Relationship marketing was first developed through direct response marketing campaigns emphasizing customer retention and satisfaction, rather than a dominant focus on sales transactions. Relationship marketing differs from other forms of marketing in recognizing the long term value of relationships extending communication beyond intrusive promotional messages.

An advantage of customer relationship marketing is that it tends to identify the customers who are more likely to be higher value to a company.

Communication and customer satisfaction tend to increase when customer relationship marketing is used. Which helps companies to keep track of who is buying and how often. There is more of a two –way interaction between the company and the person who wishes to make a purchase.

The practice of relationship marketing has been facilitated through customer relationship management software that allow the tracking and analysis of customer preferences, activities, tastes, complaints etc., A key principle of relationship marketing is the retention of customer through various means and measures.

Relationship marketing tries to unambiguously transcend the simple post purchase- exchange process with a customer.

Green marketing: As consumers become more environmentally conscious, business must adapt competent strategies accordingly. Green marketing is the marketing of products that are presumed to be environmentally incorporate to a broad range of activities ,including product modification, changes in the production process ,sustainable packaging, as well as modifying advertising.

Green marketing has become more important as it has opened up a window of opportunity for companies to set up a new business trend . Green marketing was considered as one of the major trends in the modern business world. Besides that, there were also few reasons for those companies to involve themselves in the development of green marketing. These reasons were compliant with environmental pressures; obtaining competitive advantage; improving corporate images; seeking new markets or opportunities; and enhancing product value. Therefore, the green market has become an important new market business to those companies as there is a demand for more environmental friendly products, which are also known as green products.

Advantages and disadvantages of green products in market:

The growths of green products have become a respective new field of business to the society, both businesses and consumers. However, there are advantages and disadvantages of green products in market. This could be indirectly due to companies and consumers dealing the green products in the market. For companies, a green business model can transform the way companies are run. By combining an eco-conscious outlook with good safety practices, Businesses can enjoy a wealth of benefits . Developing a green business can also cut down costs associated with unnecessary waste . Other than that, introducing a green business will not only aid the company in cutting down their costs but as well as providing their employees with a safe and healthy workplace. Therefore, developing a green business can help those companies operate more sustainably, safely and efficiently . Moreover, according to some researchers, the others advantages of green products in market are that it can become a powerful competitive weapon to those companies . Therefore, it could be said that one of the benefits of green products is that it has opened up a new market for those businesses. Those companies should be ethical and have a social responsibility towards to the environment while introducing green products to the market.

Green marketing opportunities:

- Use recycled materials in product production.
- Use green energy
- Reduce production waste
- Use eco-friendly methods, including sustainable and organic agriculture
- Buy/sell locally, reducing transportation energy.
- Make products reusable and recyclable.

Ben and Jerry's was one of the first brands to make green values part of its mission statement. The ice cream promotes natural ingredients and business practice that promote health of earth. Its parent company, Unilever, which manages more than 400 brands, has halved its greenhouse emissions in the last 15 years.

Business/Industrial marketing:

Business marketing is the practice of selling products and services to other companies or organizations that either resell them or use them as components in products or services they offer. Business/Industrial marketing at times also known as B2B marketing.

The tremendous growth and change in business marketing is due to three “ revolutions”

First is the technological revolution. Technology is changing at an unprecedented pace, speeding up the pace of new product and service development.

Second is the entrepreneurial revolution. To stay competitive, many companies have downsized and reinvented themselves. Adaptability, flexibility, speed, and innovation are the keys to remain competitive in the industry.

The third revolution is occurring within marketing. Companies are looking beyond traditional assumptions and adopting new frameworks, models and concepts. Companies are customizing marketing programs to individual accounts.

Societal Marketing:

Societal marketing holds that the organisation’s task is to determine the needs, wants and interests of a target market and to deliver satisfaction more effectively and efficiently than competitors in a way that preserves or enhances social, ethical and ecological well being. It is linked with corporate social responsibility and sustainable development.

The main focus of societal marketing is on customer satisfaction and the welfare of society at large, which can be attained through providing eco-friendly products, those that remove social environmental ills like drugs and pollution.

Societal marketing suggests that, for the well-being of society, deficient products should be eliminated and company’s ultimate goal should be to develop desirable products.

Conclusion: The field of marketing has witnessed tremendous changes in various aspects. Marketing strategies are done to cater to the needs of customer with adoption of latest fast developing technologies. All recent trends in marketing focus on retaining customer loyalty, satisfaction and provide customized products demanded by the prospective customers. With urbanization, customers would want to buy product and services spending less time and energy. Internet marketing helps them to make purchase at a click of a button. Green Marketing helps consumers in providing them with eco-friendly products . Trends in Marketing moving beyond the traditional approach of marketing.



SOCIAL MARKETING – CHANGING CONCEPTS, CONVENTIONS, APPLICATIONS AND STRATEGIES

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Abstract

Marketing is about communicating the value of a product, service or brand to customers or consumers for the purpose of promoting or selling that product, service, or brand. The oldest – and perhaps simplest and most natural form of marketing – is 'word of mouth' (WOM) marketing, in which consumers convey their experiences of a product, service or brand in their day-to-day communications with others. These communications can of course be either positive or negative. In recent times, the internet has provided a platform for mass, electronic WOM marketing (e-WOM), with consumers actively engaged in rating and commenting on goods and services.

The surfacing of Internet Based Social Media has made it possible for one person to communicate with hundreds or even thousands of other people about products and the companies that provide them. Thus, the impact of C to C communications has been greatly puffed up in the marketplace. This article argues that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another. The content, timing, and frequency of the social media-based conversations occurring between consumers are outside managers' direct control. This stands in contrast to the traditional integrated marketing communications paradigm whereby a high degree of control is present.

With the world in the midst of a social media revolution, it is more than obvious that social media like Facebook, twitter, orkut, MySpace, Skype etc., are used extensively for the purpose of communication. One of the most important advantages of the use of social media is the online sharing of knowledge and information among the different groups of people. This online sharing of information also promotes the increase in the communication skills among the people especially among the learners/students of educational institutions. Online tools and technology has not only mediated communication in countless ways, but that the very ways we communicate and even the ways we talk and think about communication are changing as a result. Social media have the latent to fundamentally change the character of our social lives, both on an interpersonal and a community level.

Online Social networking websites such as Twitter, Facebook, and MySpace etc. have made a significant impact on individuals' life. This social network has also made large impact on how internet users communicate, share their data, creating and maintaining their profile, and establishing links with their friends. These links or connections among individuals have shown some level of trust among themselves which has helped the online social network to grow very quickly in recent years.

People nowadays prefer spending more time in gossiping, playing games, browsing friend's profiles and chatting with their friends on social networking sites rather than physically meeting. Success of the online social networks with growing trends has allowed organizations to penetrate this new domain for marketing their products. Many social networks allow companies to market their product through different tools provided by them.

Social Media, today, is among the 'Best Opportunities Available' to a brand for connecting with prospective consumers. Social media is the medium to socialize. These new media win the trust of consumers by connecting with them at a deeper level. Social media marketing is the new mantra for several brands since early last year. Marketers are taking note of many different social media opportunities and beginning to implement new social initiatives at a higher rate than ever before.

Social media marketing and the businesses that utilize it have become more sophisticated. One cannot afford to have no presence on the social channels if the competitor is making waves with its products and services. The explosion of social media phenomenon is as mind boggling as that and the pace at which it is growing is maddening. Global companies have recognized social media marketing as a potential marketing platform, utilized them with innovations to power their advertising campaign with social media marketing.

The emergence of Internet-based social media has made it possible for one person to communicate with hundreds or even thousands of other people about products and the companies that provide them. Thus, the impact of consumer-to-consumer communications has been greatly magnified in the marketplace. This article argues that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another. The content, timing, and frequency of the social media-based conversations occurring between consumers are outside managers' direct control. This stands in contrast to the traditional integrated marketing communications paradigm whereby a high degree of control is present. Therefore, managers must learn to shape consumer discussions in a manner that is consistent with the organization's mission and performance goals. Methods by which this can be accomplished are delineated herein. They include providing consumers with networking platforms, and using blogs, social media tools, and promotional tools to engage customers.

Keywords : Social Media and Communication Tools, Publicity, Branding, Marketing on Social Networks, Tagged Based Marketing, Blog, Twitter, Facebook, Social Advertising.

INTRODUCTION:

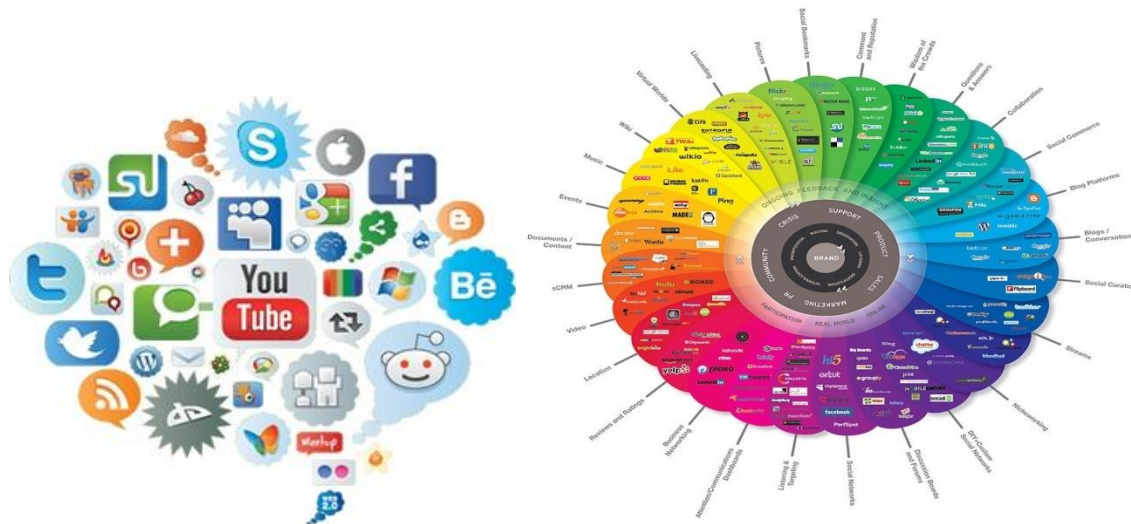


“Social Media is Hot”. Social Media is now the trend. And for businesses it represents a marketing opportunity that transcends the traditional middleman and connects companies directly with customers. This is why nearly every business on the planet—from giants like Starbucks and IBM to the local ice cream shop—are exploring social media marketing initiatives. A year ago, businesses were uncertain about social media. Now it's here to stay and companies are rapidly adopting social media marketing. Much like email and websites first empowered businesses, social media is the next marketing wave. Social media marketing is marketing using online communities, social networks, blog marketing and more. It's the latest "buzz" in marketing. India is probably among the first proponents of social media marketing. These days, the organizational cause has replaced the social cause as companies seek to engage with their audience via the online platforms.

The term Social Media refers to the use of web-based and mobile technologies to turn communication into an interactive dialogue. Social media takes on many different forms including magazines, Internet forums, weblogs, social blogs, micro blogging, wikis, podcasts, photographs or pictures, video, rating and social bookmarking. With the world in the midst of a social media revolution, it is more than obvious that social media like facebook, twitter, orkut, myspace, skype etc., are used extensively for the purpose of communication. This form of communication can be with a person or a group of persons.

Today most of the people specially the youngsters are hooked on to the different social media for keeping in contact with their peers. Social media is media for social interaction as a superset beyond social communication. There are pros and cons to the use of social media. One most important advantage is the online sharing of knowledge and information among the different groups of people. This online sharing of information also promotes the increase in the communication skills among the people especially among the learners/students of educational institutions. There is also a flip side to the use of social media tools. Sometimes, such tools are misused by people which leads to interference into one's privacy. Such instances can lead to dangerous proportions keeping in view the ethical aspect of the use of such media. The social media tools have virtually bought people close to one another specially those living in far off places. However, these days it has been witnessed that most of the business houses also engage in social networking while promoting their products and services. Very often, the head honchos of the business groups tries to maintain a healthy relationship with their valued customers. Social networking sites are now seen as a promising means of publicity, which every brand 'must embrace. Social media as a medium of promotion contributes, through its immediacy, to a healthy and direct relation between brands and their public in an online environment. This immediacy offers the public the ability to be present, to communicate, to influence and retain a stronger position towards brands.

"Social media has been broadly defined to refer to 'the many relatively inexpensive and widely accessible electronic tools that enable anyone to publish and access information, collaborate on a common effort, or build relationships'".



This paper basically tries to analyze the effects of the growth of social media and its implications in the society. This paper also tries to find out the usefulness of social media as a tool of communication.

Traditional marketing:

Traditional marketing refers to any type of promotion, advertising or campaign that has been in use by companies for years, and that has been proven success rate. Traditional marketing is a rather broad category that incorporates many forms of advertising and marketing. It's the most recognizable types of marketing, encompassing the advertisements that we see and hear every day. Most traditional marketing strategies fall under one of four categories: print, broadcast, direct mail, and telephone.



ONLINE MARKETING:

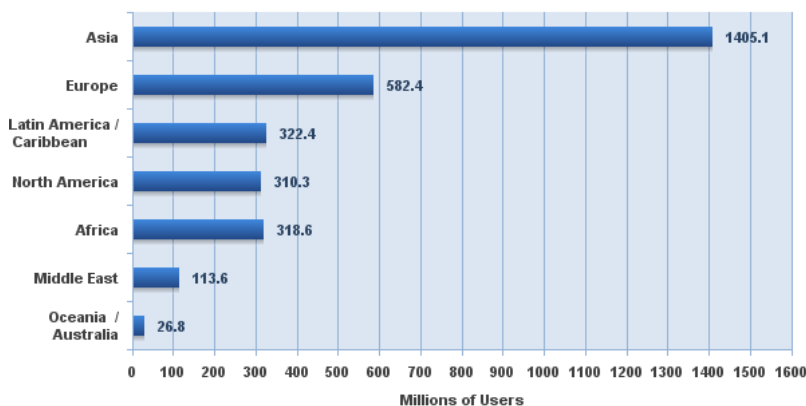
Online advertising, also called **online marketing** or **Internet advertising**, is a form of marketing and advertising which uses the Internet to deliver promotional marketing messages to consumers. It includes email marketing, search engine marketing (SEM), social media marketing, many types of display advertising (including web banner advertising), and mobile advertising. Like other advertising media, online advertising frequently involves both a publisher, who integrates advertisements into its online content, and an advertiser, who provides the advertisements to be displayed on the publisher's content. Other potential participants include advertising agencies who help generate and place the ad copy, an ad server which technologically delivers the ad and tracks statistics, and advertising affiliates who do independent promotional work for the advertiser.

ADVANTAGES OF ONLINE MARKETING:

The days are gone when only top-rated corporate bodies embark on internet marketing. Not just for the high cost involved but also, the technical aspect of going online was sophisticated that only techie savvy could think of internet marketing. Much of the technical work that, as at then required outsourcing, can easily be carried out by newbie on a click of mouse. This gives rise to tremendous opportunity for both small-scale as well as large-scale businesses to improve their sales through web marketing. Today, world attention is focused on internet; people of all ages, background, ethnic and social status are well attached to internet in one way or the other.

ONLINE USERS IN THE WORLD:

**Internet Users in the World
 by Geographic Regions - 2014 Q4**



Number of worldwide internet users from 2000 to 2015 (in millions)

This statistic gives information on the total number of worldwide internet users from 2000 to 2015. As of the most recent reported period, the number of internet users worldwide was 3.17 billion, up from 2.94 billion in the previous year.

Easier access to computers, the modernization of countries around the world and an increased utilization of smartphones has given people the opportunity to use the internet more frequently and with more convenience. However, the total number of internet users in certain countries often pertains to their living conditions. As of February 2014, there were approximately 354.6 million internet users in China

and 194.7 million internet users in the U.S. that were aged over 15. When comparing each country's internet users to their total population, broadband online penetration in densely populated countries is relatively low.

Social networking is one of the most popular online activities and Facebook is the most popular online network based on active usage. As of Q1 2014, there are a total of roughly 1.3 billion monthly active Facebook users, for almost have of worldwide online users. Social networks also allow for companies to advertise to a wider range of customers. In 2013, the global internet advertising revenue amounted to approximately 117.2 billion U.S. dollars and is expected to increase to 194.5 billion U.S. dollars by 2018.

OBJECTIVES OF THE STUDY:

The main objectives of the paper are –

1. To analyze the impact of Social Media as a means of communication tool
2. To assess the usefulness of social media as a tool of communication
3. To assess the potential of social media as a tool for technology enabled connections.

REVIEW OF PAST LITERATURE:

In the paper "*Predicting the Future With Social Media*" by Sitaram Asur and Bernardo A. Huberman. They demonstrate how demonstrate how social media content can be used to predict real-world outcomes. They further demonstrate how sentiments extracted from Twitter can be further utilized to improve the forecasting power of social media. In the paper "*Workplaces and Social Networking*", the authors Andrea Broughton, Tom Higgins, Ben Hicks and Annette Cox talks at length the policy and practice relating to the use of social media by employees. They were guided by the fact that they had already engaged to some extent with the issue of social media, what it might mean for their organization and how they were going to formulate and communicate a policy to staff in two major UK employers.

METHODOLOGY:

The study is basically an analysis of the role and importance of social media as a tool of effective communication. In order to empirically examine the effectiveness of social media, survey method was used for investigation, as this was found to be the most appropriate method to carry out a survey in order to find out the growing importance and the use of social media as a tool of communication.

The area that has been selected for the present study is Davangere city which is fast becoming a Business & Educational Hub of Karnataka. A sample survey was carried out among the Students of Davangere city. A total of randomly selected **100 samples** of Students residing in Davangere city have been taken into consideration.

Sources of data:

Data have been collected from both *Primary* and *Secondary* sources. Primary sources include survey work done among the Students residing in Davangere city. Document analysis of the secondary sources includes internet, magazines, books and journals has been carried out to study the impact of social media in the social context and its potential for future growth.

GROWTH OF SOCIAL MEDIA MARKETING:

A recent study, "The State of Small Business Report," sponsored by Network Solutions, LLC and the University of Maryland's Robert H. Smith School of Business, points to economic struggles as the catalyst for social media's rapid popularity. The study results show that social media usage by small business owners increased from 12% to 24% in just the last year, and almost 1 out of 5, actively uses social media as part of his or her marketing strategy. In 2009, only 23% of marketers were using social media for years. Now that number has grown to 31%.

Here's a breakdown of what the small businesses reported as the main uses of social media marketing:

- 75% have a company page on a social networking site.
- 69% post status updates or articles of interest on social media sites.

- 57% build a network through a site such as LinkedIn.
- 54% monitor feedback about the business.
- 39% maintain a blog.
- 26% tweet about areas of expertise.
- 16% use Twitter as a service channel.

SOCIAL MEDIA AS A TOOL OF COMMUNICATION: CURRENT TRENDS AND FUTURE POSSIBILITIES:

Social media offers a variety of avenues through which we can communicate with people. In fact, social media is known to have been used widely in educational field also. Over the last 30 years the nature of communication has undergone a substantial change and it is still changing. Email has had a profound effect on the way people keep in touch. Communications are shorter and more frequent than when letters were the norm and response time has greatly diminished. Instant messaging has created another method of interaction, one where the length of messages is shorter and the style of the interaction is more conversational. Broadcast technologies like Twitter transform these short bursts of communication from one-on-one conversations to little news (or trivia) programs: which we can tune in ‘whenever we want an update or have something to say.

Online communication tools also have the potential to increase our awareness of the movements of our professional or social contacts. Twitter, for instance, offers us an update of things people we know happen to be doing at a particular point of time. Social proprioception tells us where the nodes of our community are and provides a sense of connectedness to and awareness of others without direct communication. Internet is the third place where people connect with friends, build a sense of togetherness.

Increasingly, a computer with an Internet connection is the locus of a range of interactions in a variety of media and a gateway to an array of social spaces for work and play. Spending on social media continues to soar, but measuring its impact remains a challenge for most companies.

Table - 1: Frequency of Social Media Metrics Used by Companies.

Metrics	2010	2014	% Change
Hits/visits/page views	47.6%	60.7%	+28%
Number of followers or friends	24.0%	45.0%	+88%
Repeat visits	34.7%	38.7%	+12%
Conversion rates (from visitor to buyer)	25.4%	31.3%	+23%
Buzz indicators (web mentions)	15.7%	24.2%	+54%
Sales levels	17.9%	16.8%	-6%
Product/service ratings	8.2%	14.0%	+71%
Customer acquisition costs	11.8%	13.7%	+16%
Net promoter score	7.5%	12.8%	+71%
Revenue per customer	17.2%	12.5%	-27%
Text analysis ratings	6.6%	11.7%	+77%
Customer retention costs	7.7%	6.3%	-18%
Abandoned shopping carts	3.8%	6.0%	+58%
Profits per customer	9.4%	6.0%	-36%

The way social networks have impacted our personal and professional lives is far greater than most of us could have anticipated. While we were battling with our friends over getting cut from their top friends list on their Myspace profile, we couldn’t have imagined the impact of social media today.

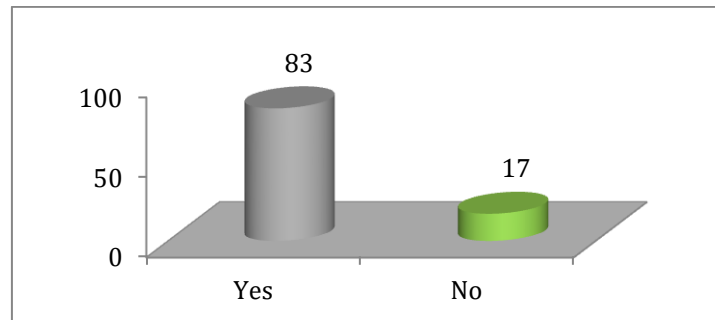
The evolution of social networks in the past 10 or even 5 years has been truly remarkable. **Social Media Examiner’s 2015 Social Media Marketing Industry Report** holds valuable insight into how marketers are incorporating social media, how much time they’re spending and what is on the horizon. With 92% of marketers reporting that social media is important to their business, it’s clear that marketers believe social media holds weight, but what is the true impact on their business?

FINDINGS:

A survey was conducted among the Students residing in Davangere city. Davangere city which is fast becoming a Business & Educational Hub of Karnataka and the spurt in the growth of industries and

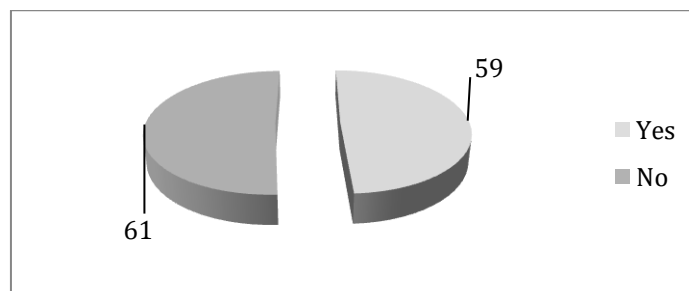
Education Institutes is truly making it into a smart city. A careful analysis of the data reveals the following results- On being asked whether social media is a major form of communication tool, 83 respondents said that social media is indeed a major form of communication tool while 17 respondents have replied in negative.

Fig – I: Respondents views about Social Media as a Communication tool:



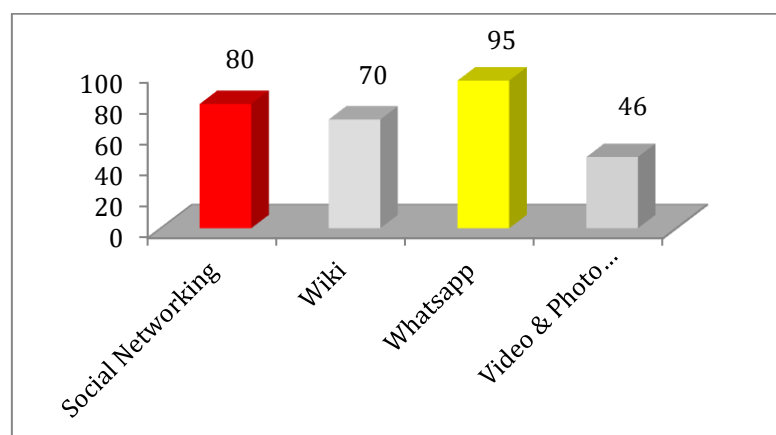
On the question of utilisation of social media for educational purposes, 59 respondents have replied in affirmative that social media is widely used for educational purposes while 61 respondents said that social media is not used for educational purposes.

Fig – II: Respondents views about Social Media used for Educational Purposes:



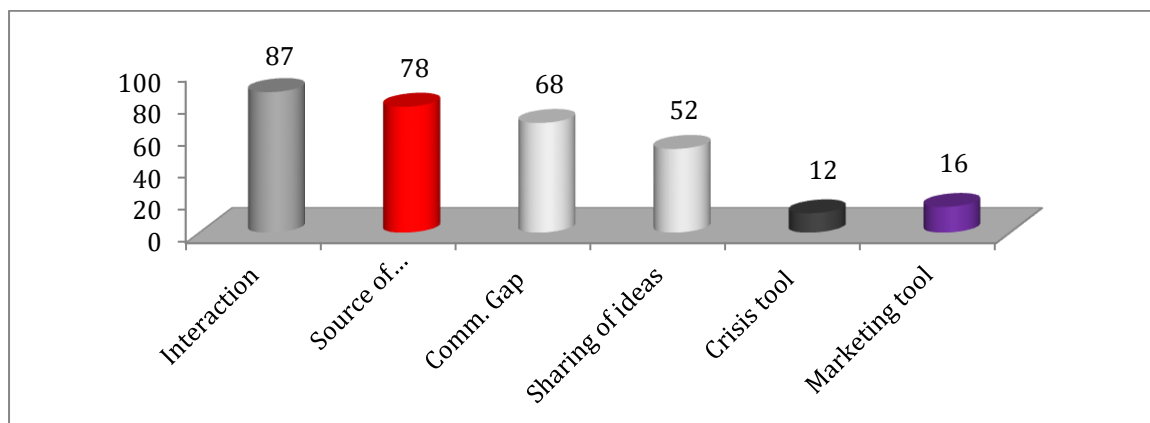
On being asked the major forms of social media tools which the respondents preferred the most, 80% respondents said that they prefer social networking the most, 70% respondents giving their preference for wikis, 46% respondents for Video & Photo sharing, 95% used for WhatsApp as a potent social media tool.

Fig – III: Respondents Reason for the Use of Social Media Tools:



As regards the usefulness of social media, 87% respondents said that social media plays the role of an interactive medium, 78% respondents said that social media acts as a source of information, 68% respondents said that social media bridges communication gap, 52% respondents opined that social media helps in sharing of ideas, 12% respondents said that social media is an important crisis communication tool while the remaining 16 respondents said that social media is an important marketing tool.

Fig – IV: Respondents Reasons for the Usefulness of Social Media:



A careful analysis of the above mentioned data brings to light the fact that social media has indeed done a commendable job in bridging the communication gap among people. The different social media tools help the people to interact with one another within the shortest possible time. Social media have the potential to fundamentally change the character of our social lives, both on an interpersonal and a community level. Changes in interaction patterns and social connections are already evident among young people, who are the heaviest users of social media. Thus one can say that social media has grown by leaps and bounds.

The main advantages of social media are:

1. Sharing of ideas
2. Tool of communication
3. Bridges communication gap
4. Source of information
5. Important marketing tool
6. Important crisis communication tool
7. Less time consuming

Conclusion:

Collaboration through online mode becomes easy if it is facilitated by social media technologies. For instance, learners can collaborate on team projects. Learners in the same study groups can co-draft documents, spreadsheets, presentation slides and more with Google Docs. Faculty members are cashing on the growing popularity of blogging and micro-blogging by using blogs as additional teaching/learning resources. Social media provide simple, inexpensive ways to organize members, arrange meetings, spread information, and gauge opinion.

As more systems emerge, there will be greater capacity for groups to organize and participate in collective action, a hallmark of civil society. Social media can be effective for building social authority; individuals or organizations can establish themselves as experts in their fields, and then they can begin to influence these fields.

Thus, one of the foundational concepts in social media is that, with social media, one cannot control one's message completely, but one can contribute to discourses. Social media technologies are capable of reaching audiences all over the world.

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IMPACT OF E-MARKETING ON BUSINESS-METHODS, OPPORTUNITIES & CHALLENGES

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Abstract

In the era of globalization internet plays a vital role in all spheres of life and industries.

Internet is very famous nowadays for satisfying people with various services related to different fields. It is a very versatile facility which can help you in completing many tasks easily and conveniently with few clicks. E-marketing, which is also called internet marketing, involves use of interactive, virtual spaces for the sake of promoting and selling goods and services. In fact, new synchronous, internet-based communication technologies had contributed to the restructuration of major economic sectors including marketing. Being cost-effective, flexible, and fast and enjoying an on unprecedented global reach, E-marketing has brought about different businesses incredible gains. The present study concentrates upon the impacts of internet-fostered interactive spaces on marketing practice. This paper discusses the Methods, opportunities and challenges of E-marketing and the ways to overcome the problems faced.

Keywords: E-Marketing, Marketing Practices, opportunities, Challenges, communication Technologies.

INTRODUCTION

E-Marketing or electronic marketing refers to the application of marketing principles and techniques via electronic media and more specifically the Internet. The terms E-Marketing, Internet marketing, Web marketing, Digital marketing, Online marketing and Search engine marketing are frequently interchanged, and can often be considered synonymous.

E-Marketing is the process of marketing a brand using the Internet. It includes a wider range of marketing elements than traditional business marketing due to the extra channels and marketing mechanisms available on the Internet. E-Marketing encompasses all the activities a business conducts via the worldwide web with the aim of attracting new business, retaining current business and developing its brand identity.

A useful framework for developing effective e-marketing objectives is the five S's Framework, which includes:

1. Sell – using the internet to sell products and services.
2. Serve – using the internet to serve customers.
3. Speak – using the internet to communicate with customers (both existing and potential).
4. Save – using the internet to save/ reduce cost.
5. Sizzle – using the internet to build brand identity.

Methods of E- Marketing

Online marketing which is also called internet marketing and e-marketing includes several methods and techniques which are introduced briefly as follows:

1. **Online Advertising:** The most known technique of online marketing is online advertising. In this method virtual space is used to put marketing messages on websites to attract internet users. Just similar to methods offline marketing and other types of online marketing, the major objective of online advertising is to increase sales and build brand awareness. Online advertising involves using of internet for displaying promotional messages on the computer screens and refers to "deliberate messages placed on third-party websites ... search engines and directories available through Internet access".

2. **Email-marketing:** E-mail marketing, using e-mail for sending promotional messages to internet users, has been considered one of the more effective methods of online marketing. Among its benefits point to "high response rates" and "low costs" of email marketing and believe that this advantages "are rapidly turning email marketing into a valuable tool". Despite these benefits email marketing suffers from deficiencies. One these problems are that online customers can easily ignore the received advertisements and even some email clients would decide to put them in the spam folder. So some measures should be taken to overcome the possibility of ignoring promotional emails on the part of customers.
3. **Search Engine Optimization (SEO):** Nowadays it is hardly possible to imagine a business which has not its own website. But having a well-designed website does not necessary result in an ideal amount of visits. In order for this goal to be accomplished another type of online marketing, called SEM should be adopted. In fact, one of major methods of conducting online marketing is search engine optimization, which is also called search engine marketing. Parikh and Deshmukh (2013) also offer this definition: "Search engine optimization can be described as a cluster of strategies and techniques used to increase the amount of visitors to a website by obtaining a high-ranking placement in the search results page of a search engine. The importance of search engine optimization lies in the fact that customers most of the time use engines as a major gate to get around in the internet.
4. **Affiliate marketing:** Affiliate marketing is a major component of package of online marketing methods and refers to the process of gaining a commission by promoting products or services of another company. Also in this method two or more website owners can build relationship to increase mutual financial benefits. With respect to its definition, "affiliate marketing is simply defined as : A web-based marketing practice , often using automated systems or specialized software in which a business rewards their affiliate for each visitor, customer, or sale which is brought about as a result of affiliate's marketing efforts. In most cases, the reward is monetary in the form of a monthly check.
5. **Social Media Marketing:** Social media marketing, can be easily defined as" a term used to describe the process of boosting website traffic, or brand awareness, through the use of social media networking sites...most social media marketing programs usually revolve around creating unique content that attracts attention and encourages the viewer to share it with their friends and contacts on social networks.
6. **Community Building:** Community building is a field of practices directed toward the creation or enhancement of community among individuals around a common interest. The primary belief of community managers is to use brand properties as a "hub" to facilitate the conversation between users. Doing this increases brand loyalty, and builds a core group of enthusiasts that will be the first to interact with and share brand's content. If network marketers build relationships on the individual level, and Social media marketers are focus more on mass communication, Community managers are those who set the stage for interacting with the brand and with each other. Much of community building is reliant on trust.
7. **Pay per click:** The idea is that you want to keep similar phrasing throughout the experience so your new visitor stays grounded throughout the experience. Pay per click ads are no longer just displayed on the sidebar on search engines, but can be displayed on niche websites, or act as "sponsored stories" on social networks. They can be displayed as product listings, or as a video advertisement. They are targeted, either by search term, profile interest, or by the website on which the pay per click ad is displayed.

CHALLENGES OF E-MARKETING

Since the boom of the Internet in the late 1990s, Web-based companies have been starting up every day. What is more, new opportunities for growth emerge daily, expanding the reach and capabilities of the cyberspace. However, for all its benefits and advantages, e-marketing faces some problems that are unique to the industry.

Some of the challenges faced by the businesses and the ways to overcome them are presented below:

1. Marketing integration: Most major marketing efforts utilize multiple channels, on- and offline. Email, Web advertising, and viral Internet marketing should serve concrete, measurable objectives as part of an integrated campaign. The problem with these is that they are often handled as different parts of the work when they are supposed to serve a concrete and measurable goal as part of an integrated campaign.

2. Security and privacy: Most people do not completely trust Web companies and thus are careful about offering information about themselves on the cyberspace. This is especially true when companies that collect data are exposed to spammers and scammers. To address this, it is imperative for e-businesses to adopt a sound policy and implement a fool-proof security measure. Encryption systems, in particular, are a tool that online companies should seriously consider investing in.

3. Impersonal service: Businesses operating online often use electronic methods of providing customer service, such as emailing and posting information on the website to answer possible user questions. This may be perceived by customers as just too impersonal or uncaring. To address this problem, merchants must develop efficient checkout procedures for selling goods via the Web. They may also consider hiring call handling services, so that customers can talk to real people when they have inquiries or problems that need instant answer.

4. Improving brand awareness: This is particularly a big challenge for companies that primarily use the Internet to sell their products and services. This is because unlike traditional advertising (such as television, radio, billboard, and print) in which the campaign's message can be reinforced and repeatedly introduced to consumers at the marketers' will, online adverts can be shut off by users—they are more averse to it, too. Web companies are therefore challenged to be more innovative in their advertising strategies.

OPPORTUNITIES OF E - MARKETING:

There are many more opportunities of internet marketing that helps the online business more efficient. E-marketing gives businesses of any size access to the mass market at an affordable price and unlike TV or print advertising, it allows truly personalized marketing. Some of the advantages of e marketing are:

1. **Global reach** – a website can reach anyone in the world who has internet access. This allows finding new markets and competing globally for only a small investment.
2. **Lower cost** – a properly planned and effectively targeted e-marketing campaign can reach the right customers at a much lower cost than traditional marketing methods.
3. **Trackable, measurable results** – marketing by email or banner advertising makes it easier to establish how effective your campaign has been. You can obtain detailed information about customers' responses to your advertising.
4. **24-hour marketing** – with a website the customers can find out about their company's products even if the office is closed.
5. **Personalization** – if the customer database is linked to the website, then whenever someone visits the site, one can greet them with targeted offers. The more they buy from you, the more you can refine your customer profile and market effectively to them.
6. **Speed:** messages are delivered straight to the recipients' inboxes, instantly.
7. **More interesting campaigns** – e-marketing lets you create interactive campaigns using music, graphics and videos. You could send your customers a game or a quiz – whatever you think will interest them.

CONCLUSION:

The emergence of the Internet has brought the possibility for almost everyone that they can sell or promote their goods, products or service to the consumers and costumers by just a few clicks. This paper has clearly shown that e-marketing impacts upon businesses in a number of important ways. When used effectively, e-marketing campaigns and strategies have the potential to reach customers in a speedy and low-cost manner and can provide promotion for a wide range of products and services. E-marketing also offers businesses the opportunity to garner data about their consumer base which has been very difficult to achieve via traditional marketing methods. The development of e-marketing and social media advertising has led to examples of businesses in recent years that appear to little more than categories and filter information relating to products and services on the Internet, taking a small cut from any

transaction that may occur as a result. However, despite the global reach, speed and the extent of information that can be gained from E-marketing, there are a number of important disadvantages to this type of marketing that businesses must bear in mind.

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E- MARKETING

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Abstract

E-commerce provides the potential of buying and selling products, information and services on the Internet and other online environments. E-Marketing is also known as webmarketing, Online marketing and internet marketing. E- Marketing is a management process. The aim of e-marketing is marketing is establish maintain and long-term association with customers. Online Marketing includes identify unmet needs, producing products and services to meet those need and pricing, distributing and promoting those products and service to produce a profit. Search engine is the best technique of online marketing. Customer relationship management worked as a tool increased use of e-commerce makes CRM a necessary component. E-marketing performs a function within Short period of time. Online market open in 24/7 service provide.

E-marketing websites provide the flexibility, efficiency of work; provide the better security of e- paying their taxes, licenses, fees etc. In future e-marketing provide the efficient website which is easy to use for common peoples marketing then e-marketing will be increase.All parts of the organization should co-ordinate activities to ensure that customer needs are met efficiently, effectively and profitably.As we move into the twenty-first century, the way that firms and companies do business has changed,furthermore, it is readily apparent that such changes are attributable to the advent of the Internet.

Keywords : E-Marketing, Integrated marketing communications;E-Commerce , Social media; Consumer-generated media;

PURPOSE & OBJECTIVES:

The purpose of this paper is to discuss different tools in marketing which are: E-marketing, mobile marketing, web marketing and marketing through social networking sites, which use to distribute, promote and understanding their different influence on B to C Marketing & consumers` perception. It highlights E-marketing, marketing through internet, mobile marketing, web marketing and role of social networks and their components.

- To analyze the various e-Marketing tools.
- To study the rate of increase in usage of e-tools by both Business & Consumers.
- To Survey and find results of respondents with their implementation of e-tools in their business.

INTRODUCTION:

E-Marketing defined: - Marketing is the management process responsible for identifying, anticipating and satisfying customers. Internet technology can be used to support these aims as follows(Kaur M,2012)

Identifying–The Internet be used for marketing research to find out customers needs and wants.

Anticipating– The Internet provides an additional channel by which customers can access information and make purchases – **understanding** this demand is key to governing resource allocation to e-marketing as explained. **Satisfying** – A key success factor in e-marketing is achieving customer satisfaction through the electronic channel, this raises issues such as is the site easy to use, does it adequately.

The most popular definition of E-Commerce is based on the online perspective of the conducted business. E-commerce provides the capability of buying and selling products, information and services on the Internet and other online environment. E-marketing is “moving elements of marketing strategies and activities to a computerized, networked environment such as the Internet.

Internet marketing as “the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products and services that satisfy the goals of both parties. E-Marketing is a mixture of all the activities of advertising, promotion publicity deciding the look and feel of the product, how it will be sold and sent to the customer etc. These technologies include the Internet media and other digital media such as wireless mobile media, cable and satellite. They have defined service quality as the ability of the organization to meet or exceed customer expectations. Internet marketing will include the use of a company web site in conjunction with online promotional techniques such as search engines, banner advertising, direct e-mail and links or services from other web sites. Traditional market is very time consuming process (Parasuramn eat al 2010).

How Can Organization look at E-MarketingAn organization may look at internet marketing to do one of the following functions:-

Sell - Grow sales and attract business using digital technologies.

Serve - Add value through the benefits of the Internet such as speed.

Speak - Get closer to customers by making the business available to them at home, work or on the go with mobile technologies.

Save - Reduce costs by using information technologies to make the business more efficient.

Sizzle - Extend the online brand (create a new one) - remember sell the sizzle not the sausage i.e. the benefits, aesthetics or value of a product or service rather than its features.

Undoubtedly, usage of the Internet and computer has an important influence on this issue. Nowadays, we can easily see that for many people use of the Internet and computer devices, smart phones as well as emails and even logging on to social media sites like Face book, LinkedIn or twitter has become an essential daily need (Raad, Yeassen et al. 2010). In global view, Electronic Marketing (E-marketing) mostly defines as new attitude and modern realistic involvement with marketing of goods, services, information and even ideas via internet and other electronic means.

Most of the researcher misused the meaning of these four and may use **E-marketing E-commerce, E-business, and Internet Marketing** as equal meaning with different wording which is not correct. E-marketing has broader scope while internet marketing just refers to internet thing like world wide web (www) and electronic mail, while E-marketing include all above plus tools like mobile phones, intranet and extranet and etc. On the other hand E-business and E-commerce have even broader scope in compare of E-marketing. E-marketing strategies involve existing utilities and combine them with communications and also data network to create a relationship with the firm and its customers by the communication happen in internet environment. E-marketing provides so many opportunities for the firms.

E-commerce shows advantages of internet as a platform to sell the product which can be classified into three major functions:

- As a channel for communicating
- As a channel for doing the transactions
- As a channel for distributing

Marketing over the internet create a basic changes not only in business but also in customers' behavior. Marketing provide a unique platform for the firms to understand the need of the customers and make the customers free from the time and place. It also reduces cost by omitting unnecessary transaction cost. Integrating competitive strategies and internet is progressively becoming crucial factor for firms only in physical market place but also in electronic environment. Recruiting internet in this competitive environment create some changes that illustrated in below:

Changes on development of relative emphasis on traditional channel:

- Providing a lot of information for the customers about any product
- Create communication between firms and customers
- Create customer promoting awareness
- Create facilities in doing transactions
- Helping in distributing product and service
- Digitalizing product

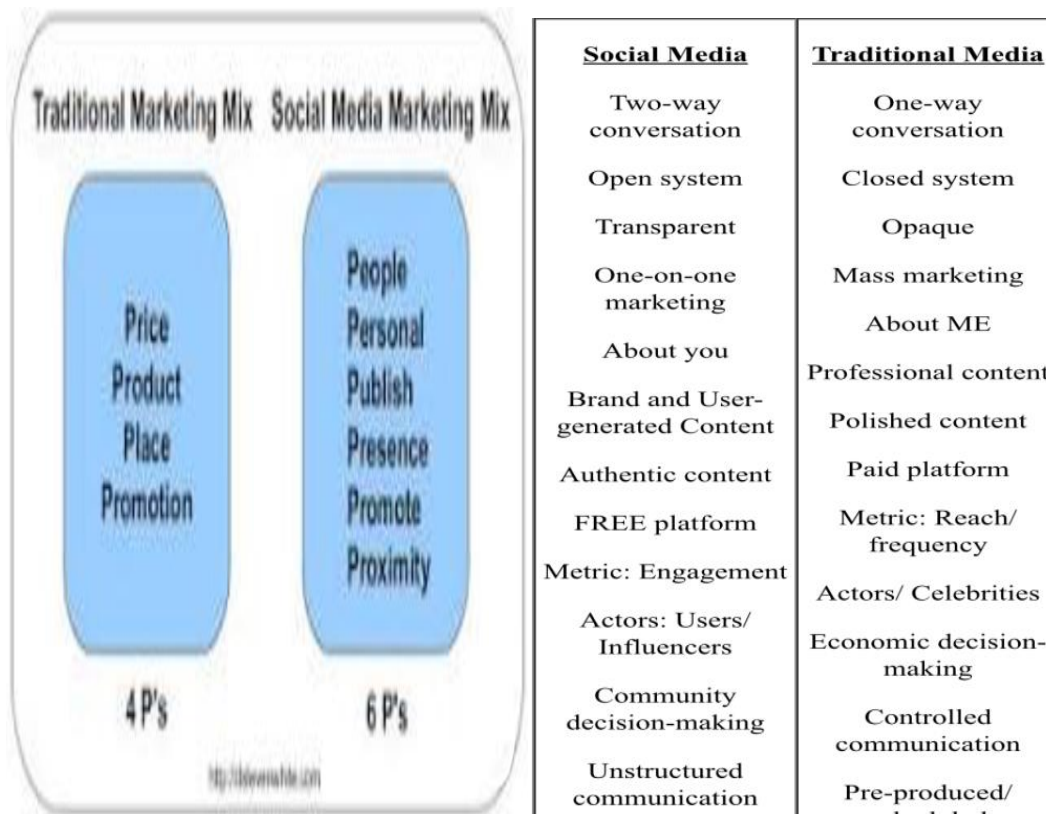
The emergence of Internet-based social media has made it possible for one person to communicate with hundreds or even thousands of other people about products and the companies that provide them. Thus, the impact of consumer-to-consumer communications has been greatly magnified in the marketplace.

Traditional marketing:

Traditional marketing refers to any type of promotion, advertising or campaign that has been in use by companies for years, and that has been proven success rate. Traditional marketing is a rather broad category that incorporates many forms of advertising and marketing. It's the most recognizable types of marketing, encompassing the advertisements that we see and hear every day. Most traditional marketing strategies fall under one of four categories: print, broadcast, direct mail, and telephone.



RELATIONSHIP BETWEEN TRADITIONAL AND SOCIAL MARKETING:



E-market	Traditional Market
E- Marketing is very economical and fast way to promote product	Traditional Marketing is very expensive and takes more time to promote product
E- Marketing is very useful for promoting product globally[without any additional cost]	It is very expensive and time consuming process for traditional marketing
In E- Marketing, you can also work with less employs [you can take more work with less manpower].	In Traditional Marketing, you need more employment with more man power which in terms requires spending more money
In online business you can sell or buy product 24 X 7, round the year without employing any person	That is not possible in traditional marketing
Paying Professional and Experienced E-market Company is very economical	Paying renowned Advertising and Marketing Company is very Costly

ONLINE MARKETING:

Online advertising, also called **online marketing** or **Internet advertising**, is a form of marketing and advertising which uses the Internet to deliver promotional marketing messages to consumers. It includes email marketing, search engine marketing (SEM), social media marketing, many types of display advertising (including web banner advertising), and mobile advertising. Like other advertising media,

online advertising frequently involves both a publisher, who integrates advertisements into its online content, and an advertiser, who provides the advertisements to be displayed on the publisher's content. Other potential participants include advertising agencies who help generate and place the ad copy, an ad server which technologically delivers the ad and tracks statistics, and advertising affiliates who do independent promotional work for the advertiser.

E-Marketing Methods:-

1) Search Engine Market (SEM)

Search engine marketing (SEM), which allows firms to target consumers by placing ads on search engines, has proven to be an effective audience acquisition strategy. Unlike traditional online advertising, advertisers pay only when users actually click on an ad. When successfully implemented (Chaffey et al., 2006). Most online advertising campaigns have two main objectives- brand development and direct response. Which has two types:-

- Pay-Per Click
- Search Engine Optimization (SEO)

2) Online PR:-

PR stands for “public relations”. Online PR is managing publicity about an organization and its brands, products or web sites through its online presence and third party web sites and other digital media. It includes providing press releases via e-mail or on website and submitting them to online news feeds. (Hoang Tung, 2008)

- Link-building and generating editorial
- Blogs, communities and RSS
- Managing how your brand is presented on third party sites
- Creating a buzz – viral marketing

3)

4) E-Mail Marketing:-

Email marketing is a method of distributing information about product or service or for soliciting feedback from customer about a product or service through Email. Email addresses of customers and prospective customer may be collected or purchased. Email marketing is a form of direct marketing. (P.Linh, 2008) Special deals and postcard by e-mail marketing Increase profit and sales, promote products and services, last minute special offer. There are two major types of e-mail marketing.

- Opt-in email
- Opt – out email

5) Banner Advertisement:-

Banner is a placement of ads on website for a fee. The offline equivalent of this form of online marketing would be traditional ads on newspaper or magazines. Banner service is relatively expensive. Banner ads are graphical presentations placed on web pages with the purpose of attracting visitors to click on the ad and visit the advertised website. There are many standard Banner ads, each with a different Shape or size. (Smith and Chaffey, 2007)

- Banner and Button
- Rectangles and Pop-ups
- Skyscrapers
- Floating

6) Viral Market:-

Viral marketing uses email to transmit a promotional message to another potential customer. It is very useful in reaching a large number of people rapidly like a computer virus. The contents of email can be a video clip, a TV ad, a cartoon, a funny picture, a poem, a song, a political message or a news item which must be so interesting and amazing that makes people pass it on. In comparison to the traditional marketing, viral marketing equals that of a "word-of-mouth"(Chaffey et al., 2006, Sana Rehman 2012)

7) Blog Market:-

Blog marketing is the process of reaching a business prospects through the use of a blog . Blog market is an act of positioning comments, expressing opinions or making announcement in a discussion forum and can be accomplished either by hosting your own blog or by posting comments and URL in other blogs related to your product or service online. Blog marketing may also help improve a Website's rankings in search results and is often used for search engine optimization (SEO) purposes.

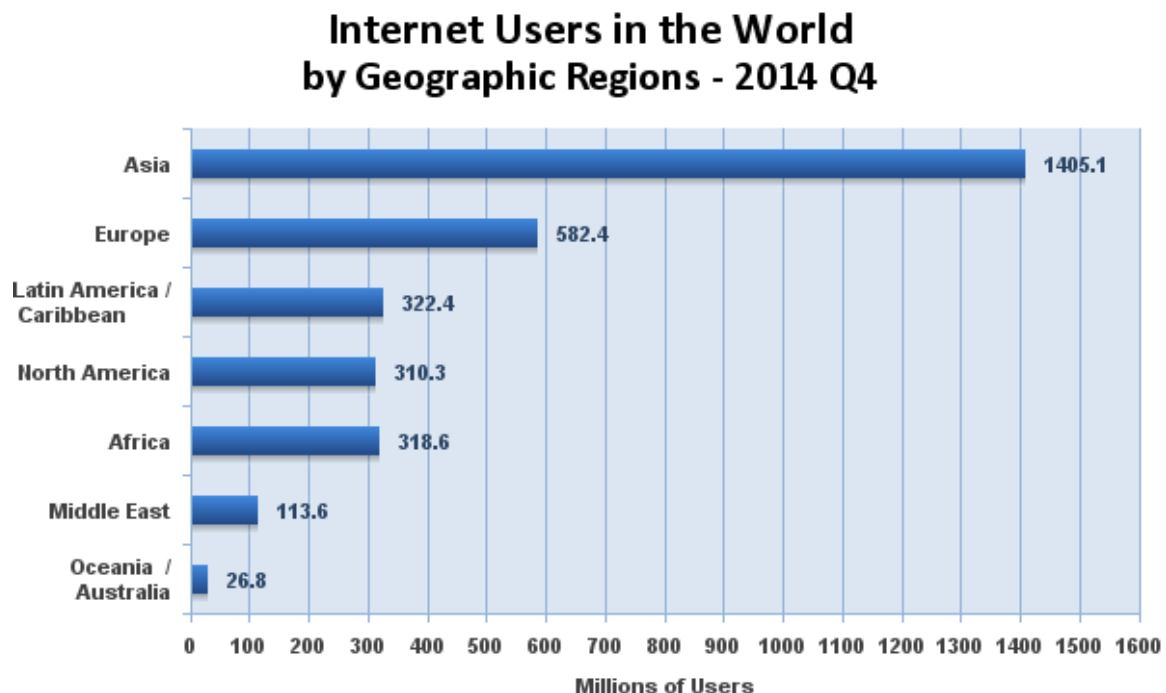
Benefits of E-marketing:-

1. Extremely low risk
2. Reduction in costs through automation and. use of electronic media
3. Faster response to both marketers and the. end user
4. Increased ability to measure and collect data
5. Opens the possibility to a market of one through personalization
6. Increased interactivity
7. Increased exposure of products and services
8. Boundless Universal accessibility

Limitations of E-marketing

1. Dependability on technology
2. Security, privacy issues
3. Maintenance costs due to a constantly evolving environment

ONLINE USERS IN THE WORLD:



Number of worldwide internet users from 2000 to 2015 (in millions)

This statistic gives information on the total number of worldwide internet users from 2000 to 2015. As of the most recent reported period, the number of internet users worldwide was 3.17 billion, up from 2.94 billion in the previous year.

Easier access to computers, the modernization of countries around the world and an increased utilization of smartphones has given people the opportunity to use the internet more frequently and with more convenience. However, the total number of internet users in certain countries often pertains to their living conditions. As of February 2014, there were approximately 354.6 million internet users in China and 194.7 million internet users in the U.S. that were aged over 15. When comparing each country's internet users to their total population, broadband online penetration in densely populated countries is relatively low.

Social networking is one of the most popular online activities and Facebook is the most popular online network based on active usage. As of Q1 2014, there are a total of roughly 1.3 billion monthly active Facebook users, for almost half of worldwide online users. Social networks also allow for companies to advertise to a wider range of customers. In 2013, the global internet advertising revenue amounted to approximately 117.2 billion U.S. dollars and is expected to increase to 194.5 billion U.S. dollars by 2018.

According to the **Survey of 2015 in Moz** the marketing industry survey says that there are more than 3600 responses on online marketers, mostly in the search industry.

Here are some data points from the survey:

- 49% of are in-house search marketers
- The majority (71%) of those in-house marketers had small teams
- 36% worked with more than 20 clients in the past year
- 81% said they provided both SEO(search engine optimization) and SEM(search engine marketing) services
- 85% were involved with content marketing
- 66% of those said the content marketing was SEO focused
- Google Search Console was used by 87%, whereas Bing Webmaster Tools was used by 43%
- Google Alerts and Google Trends were the top content tools
- 91% use Google Analytics, followed by 23% using Crazy Egg

Social media are computer-mediated tools that allow people to create, share or exchange information, ideas, and pictures/videos in virtual communities and networks. *Social media* is defined as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content." Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content.

"Social media has been broadly defined to refer to 'the many relatively inexpensive and widely accessible electronic tools that enable anyone to publish and access information, collaborate on a common effort, or build relationships'".

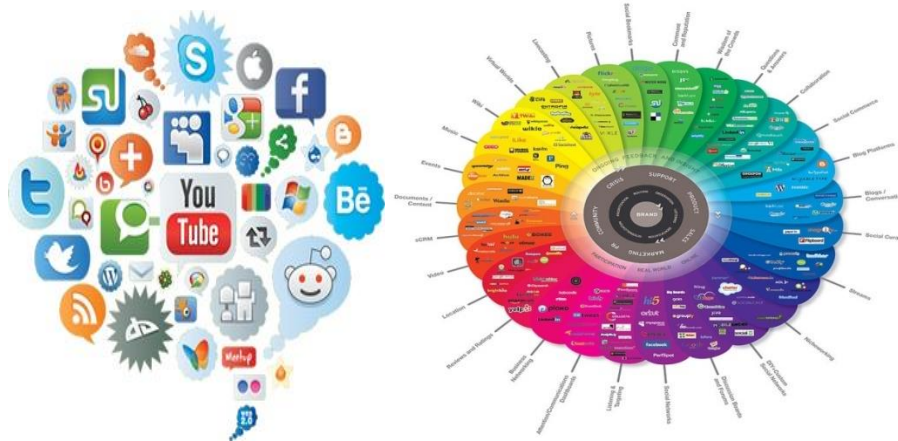


Table 1. Frequency of Social Media Metrics Used by Companies

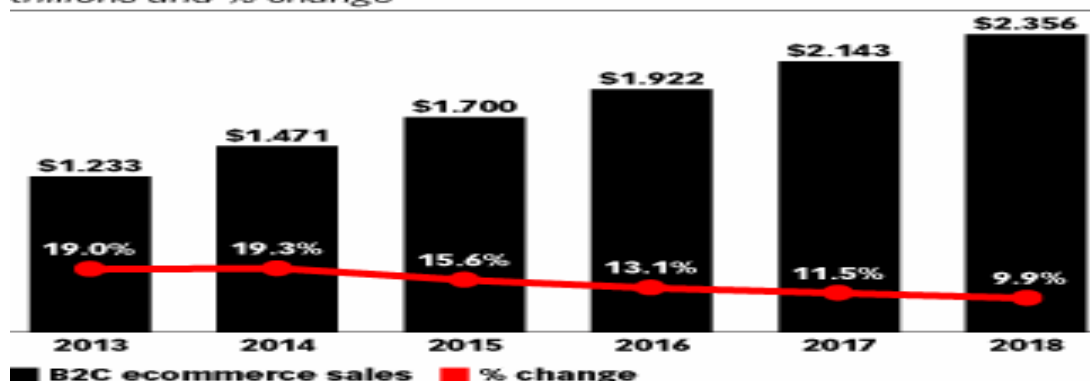
Metrics	2010	2014	% Change
Hits/visits/page views	47.6%	60.7%	+28%
Number of followers or friends	24.0%	45.0%	+88%
Repeat visits	34.7%	38.7%	+12%
Conversion rates (from visitor to buyer)	25.4%	31.3%	+23%
Buzz indicators (web mentions)	15.7%	24.2%	+54%
Sales levels	17.9%	16.8%	-6%
Product/service ratings	8.2%	14.0%	+71%
Customer acquisition costs	11.8%	13.7%	+16%
Net promoter score	7.5%	12.8%	+71%
Revenue per customer	17.2%	12.5%	-27%
Text analysis ratings	6.6%	11.7%	+77%
Customer retention costs	7.7%	6.3%	-18%
Abandoned shopping carts	3.8%	6.0%	+58%
Profits per customer	9.4%	6.0%	-36%

REVENUES FROM ONLINE & SOCIAL MEDIA:

Half the world’s internet users are on Facebook

Facebook says half the world’s estimated three billion internet users access the social networking site at least once a month. The 13 percent growth in users over the the second quarter helped drive up revenue by 39 percent year-on-year to 4.04 billion dollars, 3.68 billion euros. The company says that in the US people are now spending more than one out of every five minutes of their smartphone use on Facebook. Mobile advertising revenue accounted for more than 75 percent of total revenue, the biggest single contributor. Facebook shares have risen 24 percent over the past year. Business-to-consumer (B2C) ecommerce sales worldwide will reach \$1.471 trillion in 2014, according to new figures from eMarketer, increasing nearly 20% over 2013. As internet usage continues to mature across the world, ecommerce growth will slow over time, settling around 10% by the end of our forecast period. However, with sales reaching \$2.356 trillion in 2018, a 10% growth rate still represents more than \$200 billion new dollars that year.

B2C Ecommerce Sales Worldwide, 2013-2018
 trillions and % change



Note: CAGR (2013-2018)=13.8%; includes products and services ordered and leisure and unmanaged business travel sales booked using the internet via any device, regardless of the method of payment or fulfillment
 Source: eMarketer, July 2014

175322

www.eMarketer.com

B2C Ecommerce Sales Share Worldwide, by Region, 2013-2018
 % of total

	2013	2014	2015	2016	2017	2018
North America	34.9%	32.9%	31.7%	31.1%	30.7%	30.6%
Asia-Pacific	28.3%	31.2%	33.4%	35.1%	36.4%	37.4%
Western Europe	26.4%	25.4%	24.6%	23.9%	23.3%	22.7%
Latin America	4.2%	4.3%	4.2%	4.1%	3.9%	3.7%
Central & Eastern Europe	4.1%	4.0%	3.8%	3.5%	3.3%	3.2%
Middle East & Africa	2.2%	2.3%	2.3%	2.4%	2.4%	2.5%

Note: includes products and services ordered and leisure and unmanaged business travel sales booked using the internet via any device, regardless of the method of payment or fulfillment; numbers may not add up to 100% due to rounding
 Source: eMarketer, July 2014

175334

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Digital Buyer Penetration Worldwide, by Region, 2013-2018
 % of internet users

	2013	2014	2015	2016	2017	2018
North America	72.0%	73.6%	74.9%	76.3%	77.7%	78.8%
Western Europe	64.0%	65.2%	66.3%	76.3%	68.2%	69.0%
Asia-Pacific	42.1%	44.1%	46.8%	48.9%	50.4%	50.9%
Central & Eastern Europe	41.6%	43.4%	44.3%	44.4%	44.6%	44.6%
Middle East & Africa	31.3%	33.1%	34.0%	35.0%	36.0%	37.0%
Latin America	28.2%	29.9%	30.9%	31.8%	32.7%	33.7%
Worldwide	41.3%	42.7%	44.3%	45.4%	46.4%	47.3%

Note: ages 14+; internet users who have made at least one purchase via any digital channel during the calendar year, including online, mobile and tablet purchases
 Source: eMarketer, July 2014

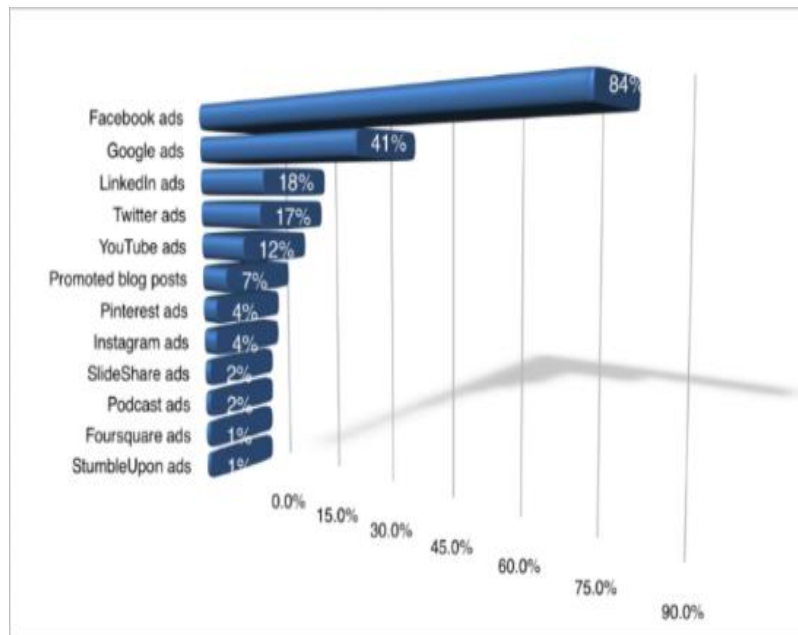
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www.eMarketer.com

Social Media Examiner’s [2015 Social Media Marketing Industry Report](#) holds valuable insight into how marketers are incorporating social media, how much time they’re spending and what is on the horizon. With 92% of marketers reporting that social media is important to their business, it’s clear that marketers believe social media holds weight, but what is the true impact on their business?

Investing in Paid Social

The vast majority of marketers surveyed (84%) said that they use Facebook Ads , with Google ads in at a cool 41% and LinkedIn ads at 14%.



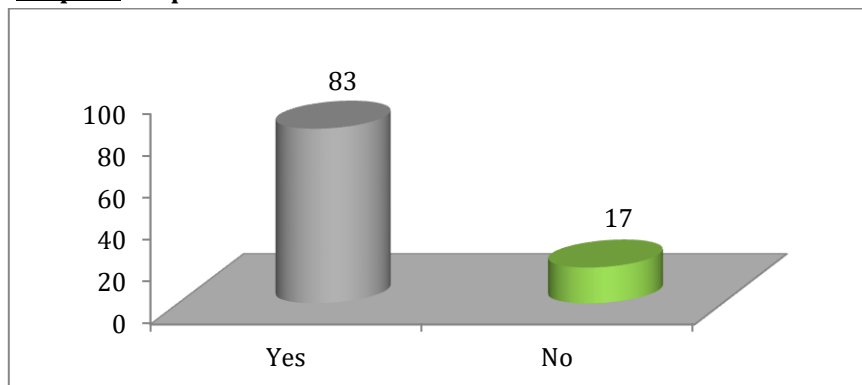
FINDINGS:

A survey was conducted among various Business Houses residing in Davangere city. Davangere city which is fast becoming a Business & Educational Hub of Karnataka and the spurt in the growth of industries and Education Institutes is truly making it into a smart city.

A careful analysis of the data reveals the following results-

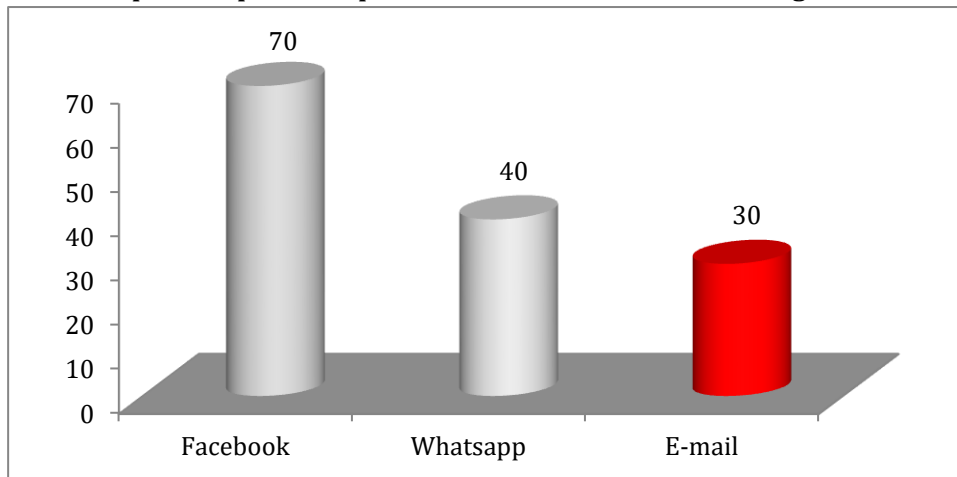
1. **On being asked whether E-media is a major form of communication tool**, 83 respondents said that E-media is indeed a major form of communication tool while 17 respondents have replied in negative.

Graph 1: Respondents views about E- Media as a Communication tool:



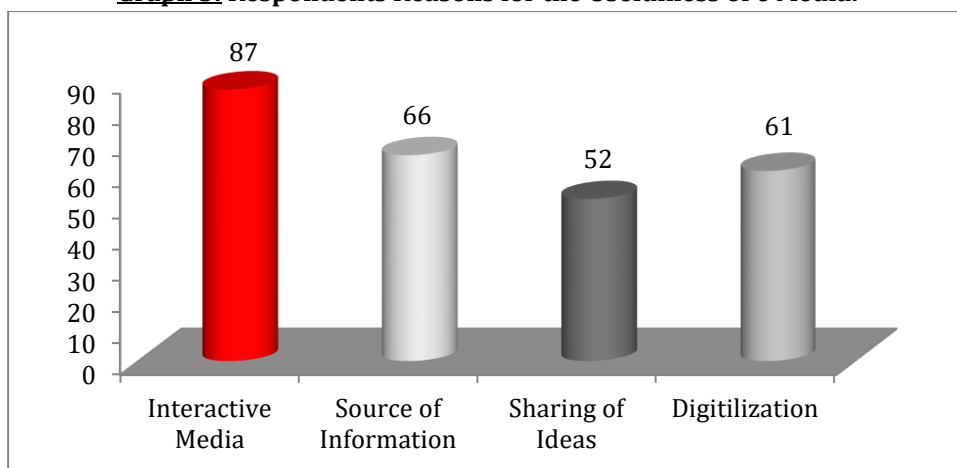
2. **On being asked the major forms of e-marketing tools which the respondents preferred the most for their Business Success**, 70% respondents said that they prefer Facebook as a social networking the most, 40% respondents giving their preference for Whatsapp, 30% respondents for e-mail's as a potent social media tool.

Graph 2: Respondents preference of the Use of e-marketing Tools:



- **As regards the usefulness of e media**, 87% respondents said that e media plays the role of an interactive medium, 66% respondents said that e media acts as a source of information, 52% respondents opined that e media helps in sharing of ideas, 61% respondents said that digitalization as business tool.

Graph 3: Respondents Reasons for the Usefulness of e Media:



A careful analysis of the above mentioned data brings to light the fact that e media has indeed done a commendable job in bridging the communication gap among B2B & B2C.

Conclusion:

E-mail marketing according to literature is the most useful tool in internet and also the most cost effective phenomenon in electronic marketing for firm and businesses. Permission issue as a important factor inscholories declared that responses to those massages that already got admission from the receiver have betterresult in compare of those which will be considered as spam massages (Jackson and DeCormier 1999). E-mailmarketing because of cheap instrument, being cost effective and majority of respondent is consider as a uniqueway of distributing promotional massages and creates value for firms' customers.

Marketing through web because of some capacities of nature of this phenomenon has become a essential need offirms. History of using this option goes back to 1994 base on the literatures (Adam, Bednall et al. 2011).Marketing through web in term of commercial and advertisement to bring traffic for the companies and firmswas always a vital issue that web pages can fulfill the need of business owners. In this issue banner ads and popups play a very important role to catch attraction of online customer. Properties of banner ads and pop ups hasbeen investigated in scholars and also the component of these two aspect in

term of bringing information to the online customers has been studied before. Weblogs, wikis, podcasts, videos, pictures or etc are some examples of social networks, combination of text, image, video and etc all and all can help the firms to enhance their productivity and by using this capable option they can create value for their customers.

Social network sites also facilitate the relationship between firms and customers and by using this phenomenon companies can understand needs of their customers and also figure out the weakness and strength of their product in electronic world of mouth or customers comment and ideas.

E-marketing has become an integral part of modern Marketing. Based on these, it is clear that the Internet is playing a more and more important role in the field of marketing. Marketers and their clients are becoming aware of the need to measure the collaborative effects of marketing (i.e., how the Internet affects). In Mansa the study reveals that customers do not use of e-marketing. They do not have any knowledge of e-marketing. Some study have been designed on survey. The respondent have to answer the questions on their own. Some peoples satisfy on our views. But some peoples were not satisfied with us. Respondent have adequate time to give well thought out answers. Respondents, who are not easily approachable, can also be reached conveniently. This study states that Online marketing System provides greater reach to customers. Feedback can be obtained easily as internet is virtual in nature. Customer loyalty can be gain. Personal attention can be given by market to customer also quality service can be served. We came to know various strengths of Online marketing system such as quality customer service, greater reach, time saving customer loyalty, easy access to information, 24 hours access, reduce paper work, no need to carry cash easy online applications etc.

The economy of the world nowadays is transitioning from an economy that is just related to goods to an economy in which value creation, employment and economic wealth is very important. An overview of the Internet shows that this phenomenon is not only a networking media but also a place for consumers to conduct their transactions on the global market. The speed of innovation increases day-by-day, and this era has the highest rate in the speed of the enhancement of technology in comparison with any previous era.

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A STUDY ON RECRUITMENT PROCESS OUTSOURCING

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The Recruitment Process

In the earliest stages of an intervention, recruitment decisions often get made on the basis of who is standing in the right place at the right time with the right look on his/her face. As the situation matures, we have to think more carefully about picking the right people for longer-term roles including middle and senior management. The integrity of the recruitment and selection process helps to ensure sustainability by building a strong and balanced team, demonstrating the organization's neutrality, promoting its good name and serving as an example for partners. You may find that one of the first roles you need to fulfill is a HR administrator to help achieve these goals.

A look into RPO

Defining an RPO:

RPO is the complete 'process' outsourcing of recruitment. The RPO vendor is accountable for transforming the client's processes and is responsible for all areas — tactical and strategic.

Hiring process

At present, the US based recruiting and staffing agencies outsource their backend operations to India on a revenue sharing basis and will continue to do so, but the difference would be seen with a large number of vacancies coming on board.

Besides saving costs and reducing cycle time, RPOs also help companies improve quality of hiring, industry players believe. While companies had reservations initially about outsourcing their recruitment process, rising attrition rates and expanding sphere of overall HR functions have made them accept and welcome borrowed hands to handle the hiring process.

All that a firm seeking to outsource its hiring functions needs to do is to provide an RPO with the details of job openings and the salary range in the offering.

From here the RPO takes over, advertising for the position, screening resumes, short listing candidates and finally going to the employers with the right professionals. The openings can range from a fresher to a very senior employee of a company.

Outsourcing service providers are now increasing in number to become niche firms focused on HR outsourcing business. Recruitment process outsourcing has also come as a new lease of life for smaller companies with a workforce of around 100 to 150 people, who may not have a HR department.

How an RPO vendor is different from other recruitment partners (non-RPO vendor model)?

The difference is actually that between the sky and earth. A recruitment partner is usually one of many resume sources and in some cases may also supply contract recruiters to the client. The recruitment partner usually works in conjunction with the client's existing recruitment teams and other sourcing vendors. Most often, the planning, processing and almost all the strategic areas of recruitment are retained by the client-side recruiter team. In this model, accountability is not passed on fully to the recruitment partner and the commercial model followed will at best be a fixed retainer fee that may or may not have a variable bonus component.

Measuring the effectiveness of the RPO vendor

As defined, RPO would be relevant to an organisation only if it links its payments to value created and/or outcomes achieved. The challenge was to quantify the value/outcomes in detail so both parties were satisfied that they were getting a fair deal. At Mind Tree, it was relatively easy to get here as we had begun measuring the recruitment effectiveness internally before we implemented the RPO model. We have

identified eight critical-to-quality (CTQ) items that we will monitor in the RPO engagement, namely, the fulfillment index, source mix, no-shows, offer to joining conversion rate, turnaround time, screening to interview selects, cost per hire and effort per hire.

RPO helps in reducing the cost per hire, effort per hire and the overall candidate-job fit

Since the RPO vendor takes responsibility for the entire recruitment team and its activities, the recruitment team's direct (salary) costs are first transferred to them. Apart from this, there are at least six different cost items such as sign-on bonus, employee referral payouts, walk-in events, travel and logistics costs, etc, that are transferred to the RPO vendor.

Besides the cost-transfers, the RPO team structure ensures optimal usage of resources and there are incentives to increase productivity and minimize effort-loss. Since the RPO is accountable for the entire process, there is an incentive to continually innovate and realize process improvements rather than being content playing the paper- pushers?

The RPO vendor handles all hiring requisitions and passes them on to a preferred sourcing vendor. This ensures that there is a deep discount on the industry average of 8.33 per cent consultant payout on each joinee, ensuring that the cost per hire is significantly lower than before.

RPO - JIT (just-in-time) hiring system

RPO enables JIT hiring. The average processing time from receiving a resume to rolling out an offer is 5.6 days. This period includes tasks such as screening, arranging the interview logistics, taking the candidate through three levels of interviews and rolling out the offer letter. So, technically, clients have their candidate ready to join us in a week's time. But the JIT does not work this way as the candidates have to serve their notice periods with their previous employers; this is usually 45-60 days.

Drawbacks/risks associated with the RPO model

While there are many upsides to RPO, like everything else, it also has its share of risks. Some indicative risks are: If the RPO vendor is a wrong choice it translates into a serious single point of failure; the RPO vendor in theory should have high process awareness and maturity to enter the corporate as a change agent. As it stands, there is a lack of this key ability. Like in the IT offshoring business, many first-time outsourcing organisations think that they don't need to stay engaged once the process is outsourced. The client must watch for complacency, especially when the RPO vendor gets into the annuity business frame-of-mind. Then, getting profiles of passive job-seekers is an issue. Besides, there's the issue of inadequate training: Since the team is predominantly on-site, RPO vendors might not invest in their team's training.

Significance and need of RPO

Recruitment Process Outsourcing (RPO) is a form of business process outsourcing (BPO) when an employer out sources or transfers all or part of the staffing process to an external service provider.

A true or total RPO solution involves the outsourcing of the entire recruiting function or process to an external service provider. This provider serves to provide the necessary skills, tools, technologies, and activities to serve as their client's virtual "recruiting department".

History

While many temporary, contingency, and executive search firms have provided a form of RPO for many decades, the concept of an employer outsourcing the entire recruiting process wasn't truly realized until the mid-to-late 1990's when the dot-com boom resulted in significant talent shortages. Many companies lacked the internal expertise and resources to acquire the talent needed to remain competitive.

In addition, the generation arriving to the labor force in the 1990's began bringing a shift in career pathing. Rapidly changing markets and industries now forced people to consider shifting employers when beneficial to them as opposed to staying with the same company over the course of their career. This combined with the arrival of Internet technologies and job boards such as Monster.com, Career builder, and Hot Jobs resulted in greater attrition and heightened competition for talent.

The concept of an employer outsourcing the management and ownership of part, or all of their recruiting process, wasn't first realized during the late 1990s. However, it is literally permeating through Corporate America like the smell of freshly baked apple pie. It is claimed that the cause for RPO was a shortage of skilled labor created by the late 90's dotcom boom coupled with the Y2K crisis. RPO was created to fill the gap.

Recruitment process Outsourcing Reasons and benefits sought:

RPO's promoters claim that the solution offers improvement in quality, cost, service and speed.

RPO providers claim that leveraging economies of scale enables them to offer recruitment processes at lower cost while economies of scope allow them to operate as high-quality specialists. Those economies of scale and scope arise from a larger staff of recruiters, databases of candidate resumes, and investment in recruitment tools and networks.

Advantages of RPO.

1. Cost reduction and removal of workload from the HR Administration RPO providers take on the burden of operational recruitment activities, allowing organizations to focus on core value- creating and strategic activities. By transforming processes, utilizing best practice, and replacing a fixed cost base with a variable charging structure, RPO can significantly reduce the cost of recruitment. In regular staffing, you invest in salary, incentives, overheads, infrastructure cost and more. By outsourcing recruiting functions to Recruiting Junction, all you need to pay is a fixed monthly retainer fees (which is lesser than the salary of one in-house recruiter) along with a negligible commission. You can reduce up to 50% of your cost by offshore outsourcing.

2. Better Productivity and Quality There are many stakeholders in a recruitment process; through improving processes and evaluating the right metrics and KPIs, RPO providers can provide highest quality services. By outsourcing your recruitment process to Recruiting Junction you get dedicated recruiters for each client, while in regular staffing, one recruiter handles many clients. In regular staffing the focus is lost, as recruiters serve bigger clients better. Our recruiter can provide undivided attention to your all your clients – big or small.

3.Reduce operational risks Risks come in many forms, and the expert knowledge of an RPO specialist can help organizations reduce the risks associated with an inability to scale their business operationally to meet changing demand, and the risks of non-compliance to legislative and regulatory change.

And the other four benefits which are considered from an RPO are:

- Streamlining of the Recruitment Process,
- Offering Best Practices recommendations,
- Developing an Employment Brand, and
- Using Recruitment Marketing

Potential Concerns with RPO

Outsourcing of company recruitment processes may fail if not implemented correctly and with the right mindset. An improperly implemented RPO could reduce the effectiveness of recruitment. Additionally, the costs charged for recruitment transactions may total more than the cost of the internal recruitment staff, if the internal staff is now using agencies and tools that increase their overhead. Additionally, an RPO solution may not work if the service provider has inadequate recruitment processes or procedures to work with the client.

RPO may not resolve difficulties that organizations have hiring staff when they are perceived negatively by potential employees. This instead requires improved branding and an adjustment of image.

The first issue is of course the quality of your RPO partner. Since this sector started gaining traction in the late nineties, the industry has mushroomed, with more and more vendors competing in the space. But this

is still a relatively new industry, and obviously not all vendors are created equal. Many observers are expecting to see the industry continue, with merger and consolidation activity among vendors, with weaker vendors falling by the way side.

This risk is compounded by the fact that RPO partnerships by their nature suit long-term relationships. Ideally you want your recruitment partner to get to know your business culture and style, in order to best match candidates to your needs. A poor organizational fit between you and your vendor is likely to produce poor results, and chopping and changing vendors is clearly not the path to enlightenment and better cost-per-hire ratios.

The process of an RPO includes the following aspects:

PEOPLE

- Implementation Team
- Relationship Management
- Recruiting Teams
- Sourcing Teams
- Project Management
- Administrative support

PROCESS

- Implementation and Launch Consulting
- Hiring Process Design or Reengineering
- Development of selection criteria
- Development of screening questions
- Candidate Response Management
- Online ERP Functionality
- Online IMS Functionality

TOOLS

- Internet Mining and Research
- Strategic Sourcing
- Recruitment Marketing
- Career website development & hosting
- Interactive sourcing tools including:
 - Email Blasts
 - Alumni Cards
 - Relationship Marketing
 - Recruiting Event Management o College campus strategies
 - Diversity Media/Internet Strategy Planning o Reporting

TECHNOLOGY

- Hodes iQ
- HRIS Integration
- Third Party Integration (Drug, Background, Skills Testing Vendors, etc.)
- Automated Online Scheduling
- Temporary ATS for transition to full ATS, or short term projects

POSITIONING

- Branding Strategies Internal and External
- Careers Website Redesign
- Media / Employment Marketing design and deployment
- Employee/Candidate Survey & Results/Solution Consulting

Problems in RPO

If a company failed to define its overall recruitment strategy and hiring objectives, then any recruiting program may fail to meet the company's needs. This is especially true for outsourced programs like RPO: RPO can only succeed in the context of a well-defined corporate and staffing strategy.

As with any program, a company must manage its RPO activities. A company must provide initial direction and continued monitoring to assure the desired results. Overall, providing guidance to external activities can present a significant management challenge. Outsourcing of company processes may fail or prove a poor organizational fit. Improperly implemented RPO could reduce the effectiveness of recruitment.

The costs charged for outsourced recruitment transactions may total more than the cost of the internal recruitment department.

RPO may not resolve difficulties that organizations have hiring staff when the organization is perceived negatively by potential employees. This will instead require improved branding and an adjustment of image. The perception is that very few RPOs can successfully integrate their client's brand and therefore do not represent their client's brand as well as a retained search or internal recruiting resource may drive brand representation and or marketing.

Further, most RPOs perform their staffing functions and service offsite, further disconnecting the client's growth & recruiting strategy from the actual workforce within the client company. This is important because during a period of rapid recruitment growth, one of the many positive effects that a company typically enjoys is an increase in the workforce wellness or an overall workforce positivity of sentiment of optimism that comes with personnel additions... this may be lessened with an offsite recruiting function.

Organizations with efficient hiring process that are viewed as employers of choice by potential staff may stand to gain negligible benefits from RPO.

Research Objectives:

- To identify the factors considered while outsourcing the recruitment process.
- To identify RPO providers.
- To find out the importance of RPO for a company

Research Methodology

Area of enquiry:-Consultancy firms and other personal contacts.

Sample: The sample consists of fifty companies.

Data collection: The data will be collected through contacts and consultancy firms spread over the city.

Data analysis and inference: A structured questionnaire is used to analyze the data.

The data generated is exposed to statistical treatment through the application of relevant statistical tools and inferences are drawn accordingly.

Primary data is collected by the questionnaires.

Secondary data is collected by the referring to several journals, books, Internet, magazines etc.

Questionnaire Design:

The data collected during the research is Primary in nature and in that Questionnaire method has been taken because it is cost effective, free from the biasness of the interviewer and respondents can give sufficient time to give well thought out answers.

A questionnaire is a formalized set of questions eliciting information. It contains closed ended questions to elicit the required information. The closed ended questions were asked as they are easier and much convenient for both the respondent and the researcher. A total of 50 respondents were interviewed and their opinions were taken regarding their perception, awareness and attitude towards the RPOs.

Research Limitations:

- The importance of RPO for a company will vary from others since the research investigation is generic in nature.
- There can be a hurdle to access the information, since certain factors regarding RPO will not be disclosed for security reasons. However this can be overcome through meticulous cross-checking of the data.
- The survey is conducted in Bangalore city only.

SUMMARY OF RESEARCH FINDINGS

As per the research carried out on RPO it has been found out that majority of companies favor RPOs. As we can clearly understand the findings from above the charts that the companies prefer RPO to other outsourcing agencies. The reason for selecting an RPO is also not only the cost aspect but the performance and the time management. Not only are the benefits, the companies are also satisfied with the performance of RPO. Most of the companies agreed on certain areas, which test the RPOs' performance. Through the research it is also found that the companies uphold certain criteria while selecting an RPO and in case of any failure of the RPO in achieving these metrics would lead to the action to the extent of termination of the RPO services with the company.

RPOs are the new trend followed by the companies for their recruiting processes, as nowadays companies are given with excess of workloads and targets. By which the work carried out by 3 persons had to be done by 1 employee with the same levels of high performance quality. This has become a challenge for most of the companies and this also helps in having the competitive edge in the market. So the companies want to cut down their employee number to the required and the processes which can be carried on by the agencies are being outsourced. And companies also want to cut their costs and utilize the resources to their best.

An RPO makes it true by taking up the time consuming and processes which involves high costs, thus providing the companies with enough time to carry on their strategic processes and letting them a competitive edge in the market.

RECOMMENDATIONS

Certain recommendations were made to companies in general per the verified result of my research work and they are:

Large organizational size is no longer a competitive standard. Small, agile niche competitors can now change industries and cost structures overnight. Competitive pressures are more severe in a global economy. Product and service cycle times have reduced dramatically, and time-based competition demands quicker response. Investors and analysts demand a focused management that delivers. Bottom line performance, growth and size are no longer predictors of future profits. Significant operating and financial performance improvements are critical to success, and long-term survival. Supplies of technical specialists is reasonably plentiful, thus employing them internally is unnecessary to their availability.

Suggestions for Outsourcing and Conclusion

As per the survey it was found that the reason for outsourcing is that the companies do not have to build the internal skills and technologies for recruiting. If the company is looking for a way of providing increased services without incurring additional internal cost and maintenance of those programs, outsourcing is the good solution.

Outsourcing gives the companies an enhanced control of their HR/benefits responsibilities, especially in those areas like administrative control of data, reports, and staffing.

Finding a vendor that can provide comprehensive solutions enhances the effectiveness of outsourcing.

Effective time management is one of the factors that the companies have to be considered while outsourcing to an RPO.

While selecting an outsourcing agent consider its records with other companies and the performance changes at the organization or the results to the company by these agencies.

Calculate the investment and the rate of return on that to the company expected from the outsourcing agency.

Make agreements or policies which would help the companies in protecting their confidential information.

Companies should utilize its in-house recruiting resource to the outsourcing options as this would help the companies to enhance their skill and being independent at any state of the market.

Suggestions to the RPOs:

RPOs should try to utilize the best of its resources and also of the company's to be in a win -win situation to the company and also to the RPO.

RPOs should try enhancing the awareness about the benefits of outsourcing the routine and time consuming jobs like recruitments.

These RPOs should expand their services from just recruiting to other areas which are routine in nature to the company. Which helps the RPO s to get expertise at other different areas of the company functions

ANNEXURES *Bibliography: JOURNALS:*

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- WWW.NHRD.COM

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MARKETING STRATEGY ADOPTED BY SMALL SCALE INDUSTRY A CASE STUDY OF TEXTILE INDUSTRY

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Abstract

The Small-Scale Industries (SSI) gathered momentum along with industrialization and economic growth in India. It started growing due to the vision of our late Prime Minister Jawaharlal Nehru who sought to develop core industry and have a sustaining sector in the form of small-scale enterprises. Being a labor-intensive sector, they offer a higher productivity of capital than capital-intensive enterprises due to low investment per worker. The SSI's today constitutes a very important segment of the Indian economy as they help in dispersal of industries, rural development, and the decentralization of economic power.

The central discussion of this paper highlights the importance of small industries and their role in the economy and the marketing strategies adopted by them. However, this is not to say that there are no shortcomings within the industry, or in public policy relating to it. Small industries are faced with numerous problems major and minor, which make them either uncompetitive, or sick. An attempt is made by a case study to address some solutions that can improve their productivity by focusing on a sustainable vision.

INTRODUCTION

INDUSTRY can be defined as – Any type of Economic Activity producing GOODS or SERVICES. It is part of a chain- from raw materials to finished product, finished product to service sector, and service sector to research and development. Industry varies over time and between different countries.

In general there are **three** types of industries namely:

1. Large scale industries
2. Medium scale industries
3. Small scale industries

Small-scale and cottage industries play a very vital role in the country's economy despite the phenomenal growth in the large-scale sector. In fact, the small-scale sector is playing a vital role in the growth of national economies the world over and is considered to be the engine of growth in most countries. The small-scale industries are labor - intensive and provide employment to nearly 1.86 crores persons in the country.

The emphasis on Village and Small-Scale Industries (SSIs) has always been an integral part of the Indian Industrial strategy, more so after the Second Five Year Plan. It was envisaged that Village and Small-Scale Industries would play an important role as producer of consumer goods and absorber of surplus labor thereby addressing to the problems of poverty and unemployment. Other advantages of small industries are that they ensure a more equitable distribution of national income, enhance balanced regional industrial development, act as a nursery for entrepreneurship and facilitate mobilization of local resources and skills which might otherwise remain unutilized. Consequently, the Government of India had been encouraging and supporting the promotion of Small-Scale Industries through deliberate policies such as protection from large-scale industries, capital subsidies, differential tax treatment, reservation etc.

The definition for small-scale industrial undertakings has changed over time. Initially they were classified into two categories-

- Those using power with less than 50 employees and
- Those not using power with the employee strength being more than 50 but less than 100.

However, the capital resources invested on plant and machinery buildings have been the primary criteria to differentiate the small-scale industries from the large and medium scale industries. An industrial unit can be categorized as a small-scale unit if it fulfils the capital investment limit fixed by the Government of India for the small-scale sector.

As per the latest definition which is effective since December 21, 1999, for any industrial unit to be regarded as Small Scale Industrial unit the following condition is to be satisfied: -

Investment in fixed assets like plants and equipments either held on ownership terms on lease or on hire purchase should not be more than Rs 10 million. However, the unit in no way can be owned or controlled or ancillary of any other industrial unit

PRODUCTS UNDER SSIs

The major industry groups under in the small scale sector are as follows:

- Food products
- Chemical & Chemical products
- Basic metal industries
- Metal products
- Electricity Machinery & parts
- Rubber & plastic Products
- Machinery & part except Electrical Goods
- Hosiery & Garments- Wood products
- Non-metallic mineral Products
- Paper Products & Printing
- Transport Equipments & parts
- Leather & Leather Products
- Miscellaneous manufacturing Industries
- Other service & products
- Beverages, Tobacco, Tobacco products
- Repair services
- Cotton Textiles
- Wool, Silk, Synthetic Fiber Textiles
- Other services

EMPLOYMENT:

SSI Sector in India creates largest employment opportunities for the Indian populace, next only to Agriculture. It has been estimated that 100,000 rupees of investment in fixed assets in the small-scale sector generates employment for four persons.

MARKETING

Marketing is *"the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."* Marketing is a product or service selling related overall activities. It generates the strategy that underlies sales techniques, business communication, and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves.

Marketing is used to identify the customer, satisfy the customer, and keep the customer. With the customer as the focus of its activities, it can be concluded that marketing management is one of the major components of business management. Marketing evolved to meet the stasis in developing new markets caused by mature markets and overcapacities in the last 2-3 centuries. The adoption of marketing strategies requires businesses to shift their focus from production to the perceived needs and wants of their customers as the means of staying profitable.

The term marketing concept holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions. It proposes that in order to satisfy its

organizational objectives, an organization should anticipate the needs and wants of consumers and satisfy these more effectively than competitors.

The Chartered Institute of Marketing defines marketing as *"the management process responsible for identifying, anticipating and satisfying customer requirements profitably."*

The marketing strategies of the Small Scale Industries include:

- Advertising
- Market segmentation
- Marketing Mix
- Product Line
- Branding
- Packaging

Textile industry

Small scale industry in general is of significant economic importance in India. This is due to the large number of units, their wide geographical spread and generally labours intensive technologies. The small-scale industry is a major employer.

The textile industry grew out of the industrial revolution in the 18th Century as mass production of clothing became a mainstream industry.

Textile industry in India

India Textile Industry is one of the leading textile industries in the world. Though was predominantly unorganized industry even a few years back, but the scenario started changing after the economic liberalization of Indian economy in 1991. The opening up of economy gave the much-needed thrust to the Indian textile industry, which has now successfully become one of the largest in the world.

Traditional textiles in India comprise the oldest textiles which have been available since time immemorial. People who belonged to the Indus valley civilization made use of some of the textiles which can be seen in the Indian markets today. India had numerous trade links with the outside world and Indian textiles were popular in the ancient world. Indian silk was popular in Rome in the early centuries of the Christian era. Traces of cotton which can only be found in Gujarat have been unearthed in some of the ancient tombs in Egypt. Some of the ancient Indian writings also contain details about Indian textiles.

The importance of textiles will be defined in the right manner when a person takes a look into the entire Indian business directory which will state all the major revenue generating areas of business for the country. The basic geographic location of India, its climatic conditions, its customs, traditions as well as the raw materials which are available have been conducive towards the production of textiles which form an important part of the export directory in India.

Indian textiles have become very famous in markets all over the world and this is how they have occupied such a prominent position in the export directory in India as well as the overall Indian business directory. The main reason for the popularity of these Indian textiles is that they can be procured in many different varieties and ranges and they have also been made available at the most reasonable prices. The textiles which are manufactured in India are not only a reflection on the customs and traditions of the past but also a reflection of the upcoming trends in the world of textiles and fashion. This is the main reason as to why Indian textiles have become so famous in countries all over the world.

Textiles have also proved to be very useful for many other purposes apart from making dresses and other kinds of garments. They can also be used in making purses, bags and all other kinds of fashion accessories which are also becoming extremely popular in many different parts of the world. There are many different kinds of fabrics which comprise the overall range of textiles which can be found in India. These fabrics can also be used in the furniture industry where cushion covers can be designed using these different fabrics and materials. There are many other works of art which can be created using these fabrics. A lot of new techniques have been introduced in the world of textiles and these include crochet, patchwork, spinning, weaving, tapestry and batik printing which are also becoming extremely famous all over the world.

India textile industry largely depends upon the textile manufacturing and export. It also plays a major role in the economy of the country. India earns about 27% of its total foreign exchange through textile exports. Further, the textile industry of India also contributes nearly 14% of the total industrial production of the country. It also contributes around 3% to the GDP of the country. India textile industry is also the largest in the country in terms of employment generation. It not only generates jobs in its own industry, but also opens up scopes for the other ancillary sectors. India textile industry currently generates employment to more than 35 million people. It is also estimated that, the industry will generate 12 million new jobs by the year 2014.

Currently its value is estimated to be around US\$ 52 billion and is also projected to be around US\$ 115 billion by the year 2014. The current domestic market of textile in India is expected to be increased to US\$ 60 billion by 2014 from the current US\$ 34.6 billion. The textile export of the country was around US\$ 19.14 billion in 2006-07, which saw a stiff rise to reach US\$ 22.13 in 2007-08. The share of exports is also expected to increase from 4% to 7% within 2014.

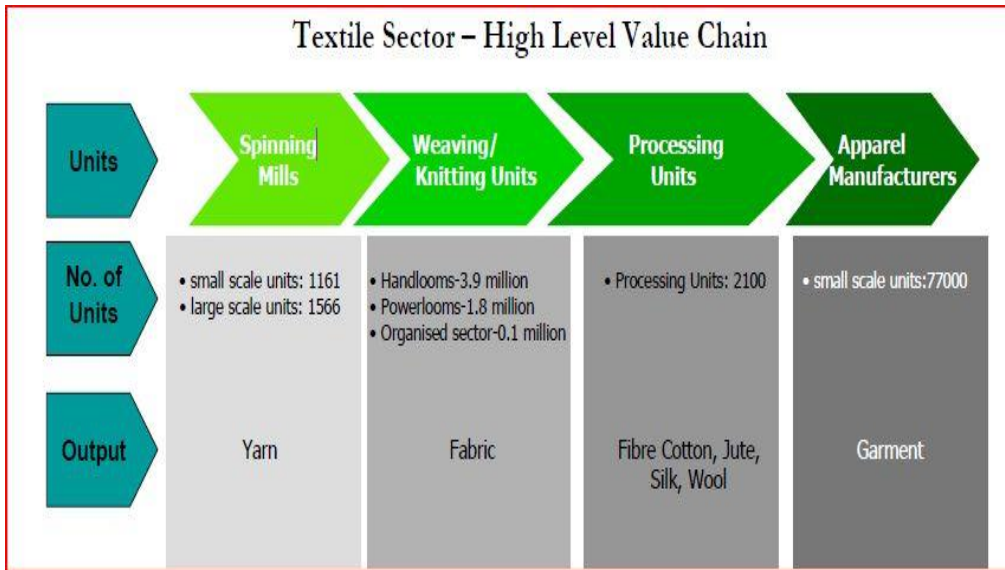
Production and productivity of cotton in India:

Year	Area in lakh hectares	Production in lakh bales of 170 kgs	Yield kgs per hectare
1990-91	74.39	117.00	267
2000-01	85.76	140.00	278
2001-02	87.30	158.00	308
2002-03	76.67	136.00	302
2003-04	76.30	179.00	399
2004-05	87.86	243.00	470
2005-06	86.77	244.00	478
2006-07	91.44	280.00	521
2007-08	94.39	315.00	567
2008-09	93.73	290.00	526
2009-10	103.29	295	486
2010-2011	110	325	503
2011-2012	121.78	353	493
2012-2013	116.14	334	489
2013-2014	120.16	354	487
2014-2015	121.45	320	485
2015-2016	126.47	365	478

Indian textile industry can be divided into several segments, some of which can be listed as below:

- Cotton Textiles
- Silk Textiles
- Woolen Textiles
- Readymade Garments
- Hand-crafted Textiles
- Jute and Coir

The figure below depicts the overall value chain and the number and type of units within the industry.



We have done an interesting case study on **textiles industry** considering the marketing strategies. Marketing in today's scenario is very broad term as it not only includes the old concept of 4 P's but it also includes consumer relationship and societal concept.

Objectives

- To highlight the importance of small industries and their role in the Indian Economy.
- To identify the marketing strategies developed by small-scale textile industries.
- To judge the pros and cons of the same.
- To derive a set of measures and recommend for improvement of marketing strategies on the basis of present study.

Scope

The scope of our case study on textile industry is only limited to the industries in Gujarat.

Sample size:

We have taken a sample of the following unit as a part of our study:

- Komal TexFab Pvt Ltd.

Collection of data

There are several ways of collecting the data depending on money, cost, time and other resources at the disposal of the researcher. We can classify the in two ways. They are:

- Primary Data
- Secondary Data

In our case study on textiles industry, We have collected the primary information provided by the owner Mr. RAJESH BAGRECHA and the staff members of the companies and we have taken the secondary data provided by the Website of company and associations, websites of ' The Ministry of Small Scale Industries', 'Small Industries Development Organization', 'Ahmedabad Textiles Industries Research Association'.

KOMAL TEXTFAB PVT. LTD.

Komal TexFab Pvt Ltd was incorporated in the year 1981 with the vision of achieving its goals of being one of the leaders in the textile Industry. They manufacture garments for the domestic market as well as export markets. It is managed by a team of designers and technocrats. They are pleased to say that they are capable in fulfilling the demands of reputed clients who never look for less than best. Needless to say, they are in the process of creating saga of achievements and success by offering wide range of products serving various industries taking minimum of distribution time.

MARKETING MIX OF KOMAL TEXTFAB PVT. LTD.

Product

As far as the product profile is concerned, they are propelled to deliver their customers a wide spectrum of clothes which serve men, women and children. They are blessed with the skilled professional; who are working with strong desire to achieve their objectives. They have hired quality analyst team scrutinizing the whole manufacturing and distribution processes which ensures the customers an impeccable range of quality products. They are anxious to please their customers through uttermost satisfaction through their quality products and with memorable business deal in accordance of their budget.

They have set up a series of highly sophisticated testing equipment and latest machineries which has a potential of producing 20 tons in a day. They have endowed with long clientele list which is their asset and have earned it through persistence and hard work.

Their products include:

TEXTILES:

1. KNITED DYED FABRIC

PRODUCT TYPE-100% Organic Cotton, Bamboo Cotton, Combed Cotton, Viscose, Viscose/Lycra, Cotton/Lycra, Polyester/Cotton, etc.

2. KINTTED PRINTED FABRIC

PRODUCT TYPE-Single Jersey, SJ/Lycra, Interlock, Pique, 1x1Rib, Fleece, French Terry, Velour, Mélange, Mercerized, Cotton/Lycra, Cotton/Denier, Cotton/Spandex, Waffle, Modal/Viscose and many more

CLOTHING:

1) WOMEN

High Fashion Tees / Tops / Dresses, Skirts / Pants etc... Placed or All Over Printed Tops / Jackets with or without Value Additions

2) MEN

Placed / All Over Printed Basic Tees, Polo Tees, Burnt-out Tees, Track Suits, Boxer Shorts, Inner wears etc

3) CHILDREN

Basic Tees {with or without print}, Dresses, Leggings, Churidars, innerwear's etc...

Price

Komal TexFAB Pvt Ltd with its variety of products tries to reach to the end users through different price range.

They rationally believe that there has to be balance between business need. (I.e. the need to create profits and wealth) and demands of society and environment.

Solving strife between various goals comprises continuous following of social equity, environmental quality and economic prosperity, in simple words they remained promise to people, planet and profits.

Place

Komal TexFab Pvt Ltd. Is an organization with strong desire of attaining achievements and success through loyalty and hard work. It has its set up in the industrial hub of Ahmedabad.

The highly tech distribution channel makes its products and services reach the end users and the customers easily.

Promotion

Looking at new ways to market their products Komal TexFab Pvt ltd. Comes out of the economic doldrums means uncovering new market segments and finding new opportunities to work with the customers and prospects.

Out of the two types of promotion, they generally follow Below the line promotion through sponsorship, personal selling, direct email, merchandising, trade shows, etc..

Moreover they also advertise through Exhibitions, fairs and Fashion shows.

Modes of Marketing

1. Exhibitions

An exhibition is the best place to launch or revive a product or service and get feedback on the activity from the key stakeholders. An exhibition's immediacy also makes it the perfect platform to draw industry and audience attention toward your product or service in a short time.

It appeals to all five senses – sight, sound, smell, taste and touch and what we call the sixth sense, thought.

2. Fairs

A fair enables all aspects of the selling process – attention, persuasion, desire and purchasing – to be compressed into a single activity. It enables one to continue creating awareness of product or service, and of company and its position within the marketplace. It broadens customer base. The drawing power of an exhibition is such that visitors will often travel from interstate and even overseas to attend. A fair provides contact with existing clients in a relaxed atmosphere and is a far more cost-effective way of reaching a new audience than cold-calls. It allows one to position product or service in line with a total competitive offering, and highlights its strengths.

3. Brochures/Magazines

One of the most widely used tool in showcasing businesses products and services are the brochures. Businesses consider them to be a vital tool for advertising because they could easily inform their target prospects about the latest updates and newest products and services. Second they keep people informed about the good benefits they can get through the brief information included on it. And lastly they can keep an eye of turning prospects to potential clients and end up with more sales and profits.

4. Sample presentation

Many textiles company adopt this feature of sample presentation. It is very necessary to show the product sample, its design, texture, pattern, the type of cloth. After viewing the sample a customer gets an idea of what the whole product is about, and he can go his way of placing bulk orders.

5. Online Advertisement

Online advertising is proving to be the most powerful and cost-effective tool to drive traffic web site. Online advertising provides maximum exposure to products than any other form of advertising. If the business caters mainly to the online clients or own a web site then it become very important to focus on online advertising as this will increase the traffic on one's web site. Moreover it is cheaper, flexible, 24^7, convenient and improves credibility.

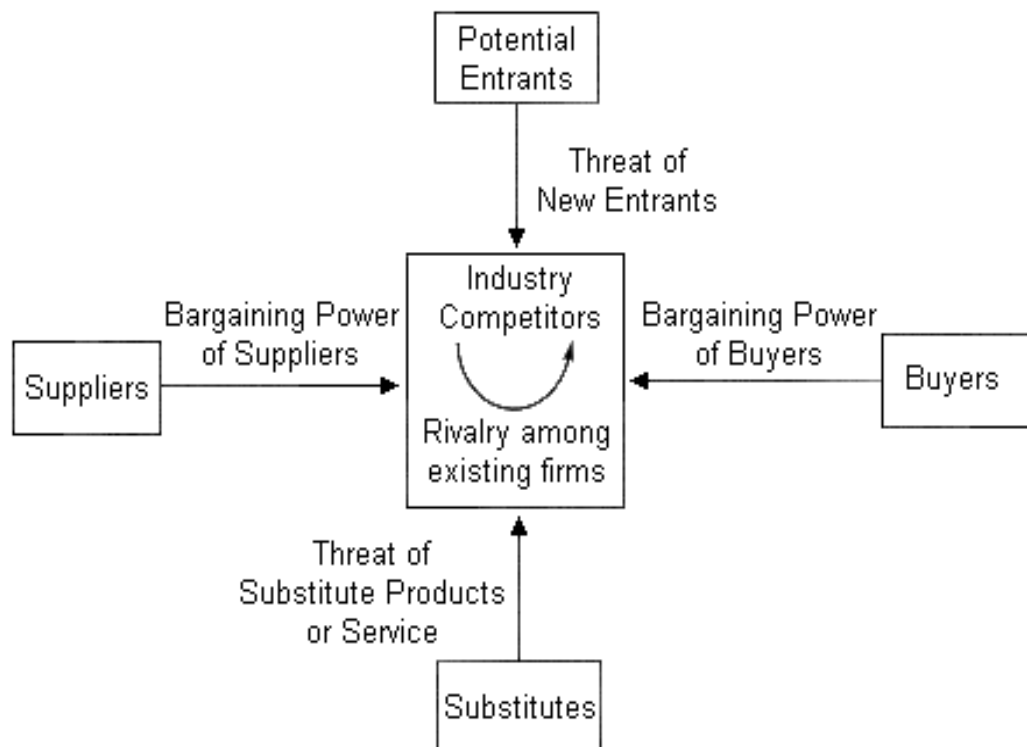
6. Fashion shows

Through fashion shows, one gets to view the latest fashions. It can help one out by giving an idea of what particular fashion is in at the moment. It helps one to know how the final outfit would appear when actually worn by a person. Fashion shows typically end up being excellent social gathering thus helping network building.

7. Sponsorship

Sponsorship of events in particular can be especially effective as a marketing tool because it can be a means of accessing a wide range of audiences such as decision makers in business, government entities, and of course customers. It can be particularly beneficial for companies that take part in international trade, because sponsorship transcends cultural and language barriers. Sponsorship often can generate media coverage which may not have been otherwise available.

MICHEAL PORTER'S FIVE FORCE MODEL



The model of pure competition implies that risk-adjusted rates of return should be constant across firms and industries. However, numerous economic studies have affirmed that different industries can sustain different levels of profitability; part of this difference is explained by industry structure.

Michael Porter provided a framework that models an industry as being influenced by five forces. The strategic business manager seeking to develop an edge over rival firms can use this model to better understand the industry context in which the firm operates.

I. Rivalry between existing Competitors

When there are several competitors in an industry, there will generally be more price competition and lower profit margins as competitors seek to expand their share of market. Slow industry growth contributes to this competition, because expansion must come at the expense of a rival's market share. High fixed costs also create pressure to reduce prices, because fixed costs put greater pressure on firms to operate near full capacity. Industries producing relatively homogeneous goods are also subject to considerable price pressure, because firms cannot compete on the basis of product differentiation.

II. Pressure from Substitute Products

In Porter's model, substitute products refer to products in other industries. To the economist, a threat of substitutes exists when a product's demand is affected by the price change of a substitute product. A product's price elasticity is affected by substitute products - as more substitutes become available, the demand becomes more elastic since customers have more alternatives. A close substitute product constrains the ability of firms in an industry to raise prices.

The competition engendered by a Threat of Substitute comes from products outside the industry. The price of aluminum beverage cans is constrained by the price of glass bottles, steel cans, and plastic containers. These containers are substitutes, yet they are not rivals in the aluminum can industry. To the manufacturer of automobile tires, tire retreads are a substitute. Today, new tires are not so expensive that car owners give much consideration to retreading old tires. But in the trucking industry new tires are expensive and tires must be replaced often. In the truck tire market, retreading remains a viable substitute industry. In the disposable diaper industry, cloth diapers are a substitute and their prices constrain the price of disposables.

III. Bargaining power of Buyers

The power of buyers is the impact that customers have on a producing industry. In general, when buyer power is strong, the relationship to the producing industry is near to what an economist terms a **Monopsony** - a market in which there are many suppliers and one buyer. Under such market conditions, the buyer sets the price. In reality few pure monopsonies exist, but frequently there is some asymmetry between a producing industry and buyers. The following tables outline some factors that determine buyer power.

Buyers are Powerful if:	Example
Buyers are concentrated - there are a few buyers with significant market share	DOD purchases from defense contractors
Buyers purchase a significant proportion of output - distribution of purchases or if the product is standardized	Circuit City and Sears' large retail market provides power over appliance manufacturers
Buyers possess a credible backward integration threat - can threaten to buy producing firm or rival	Large auto manufacturers' purchases of tires
Buyers are Weak if:	Example
Producers threaten forward integration - producer can take over own distribution/retailing	Movie-producing companies have integrated forward to acquire theaters
Significant buyer switching costs - products not standardized and buyer cannot easily switch to another product	IBM's 360 system strategy in the 1960's
Buyers are fragmented (many, different) - no buyer has any particular influence on product or price	Most consumer products
Producers supply critical portions of buyers' input - distribution of purchases	Intel's relationship with PC manufacturers

IV. Bargaining Power of Suppliers

If a supplier of a key input has monopolistic control over the product, it can demand higher prices for the good and squeeze profits out of the industry. One special case of this issue pertains to organized labour as a supplier of a key input to the production process. Labour unions engage in collective bargaining to increase the wages paid to workers. When the labour market is highly unionized, a significant share of the potential profits in the industry can be captured by the workforce. The key factor determining the bargaining power of suppliers is the availability of substitute products. If substitutes are available, the supplier has little clout and cannot extract higher prices. The following tables outline some factors that determine supplier power.

Suppliers are Powerful if:	Example
Credible forward integration threat by suppliers	Baxter International, manufacturer of hospital supplies, acquired American Hospital Supply, a distributor
Suppliers concentrated	Drug industry's relationship to hospitals
Significant cost to switch suppliers	Microsoft's relationship with PC manufacturers
Customers Powerful	Boycott of grocery stores selling non-union picked grapes
Suppliers are Weak if:	Example
Many competitive suppliers - product is standardized	Tire industry relationship to automobile manufacturers
Purchase commodity products	Grocery store brand label products
Credible backward integration threat by purchasers	Timber producers relationship to paper companies
Concentrated purchasers	Garment industry relationship to major department stores
Customers Weak	Travel agents' relationship to airlines

V. Threat of New Entrants and Entry Barriers

New entrants to an industry put pressure on price and profits. Even if a firm has not yet entered an industry, the potential for it to do so places pressure on prices, because high prices and profit margins will encourage entry by new competitors. Therefore, barriers to entry can be a key determinant of industry profitability. Barriers can take many forms. For example, existing firms may already have secure distribution channels for their products based on long-standing relationship with customers or suppliers that would be costly for a new entrant to duplicate. Brand loyalty also makes it difficult for new entrants to penetrate a market and gives firms more pricing discretion. Proprietary knowledge or patent protection also may give firms advantages in serving a market. Finally, an existing firm's experience in a market may give it cost advantages due to the learning that takes place over time.

Barriers to exit work similarly to barriers to entry. Exit barriers limit the ability of a firm to leave the market and can exacerbate rivalry - unable to leave the industry, a firm must compete. Some of an industry's entry and exit barriers can be summarized as follows:

<p>Easy to Enter if there is:</p> <ul style="list-style-type: none"> • Common technology • Little brand franchise • Access to distribution channels • Low scale threshold 	<p>Difficult to Enter if there is:</p> <ul style="list-style-type: none"> • Patented or proprietary know-how • Difficulty in brand switching • Restricted distribution channels • High scale threshold
<p>Easy to Exit if there are:</p> <ul style="list-style-type: none"> • Salable assets • Low exit costs • Independent businesses 	<p>Difficult to Exit if there are:</p> <ul style="list-style-type: none"> • Specialized assets • High exit costs • Interrelated businesses

Strategy can be formulated on three levels:

- Corporate level
- Business unit level
- Functional or departmental level.

The business unit level is the primary context of industry rivalry. Michael Porter identified three generic strategies (*cost leadership, differentiation, and focus*) that can be implemented at the business unit level to create a competitive advantage. The proper generic strategy will position the firm to leverage its strengths and defend against the adverse effects of the five forces.

RECOMMENDATIONS

After studying and analyzing the project we would like to make the following recommendations:

1. There are enough opportunities available for Small Scale Industries to grow and increase its share in Gross Domestic Product.
2. With so many Government Institutions and Board supporting for the betterment and development of SSI's in India with financial aid it can widen up its sector and involve more products in the category of small scale.
3. The Textile Industry which is in existence since 18th century is still very orthodox and undeveloped. With the increase in high technology and providing proper training to the workers involved can help it to be more organized
4. With increase in opportunities and after surviving in this competitive world by utilizing all the resources Komal TexFab can create demand for the products overseas, hence robust exports.
5. Currently it is in Question Mark Stage; it has ample power and strength, if put up in right directions can make it a Star Performer.
6. It can widen up its product line thus trying to reach all type of customers in the market.
7. Though it adopts various medium of marketing, it faces inadequate marketing facilities due to lack of standardization or inadequate market intelligence. It should adopt skilled people or hire some agency that specializes in the same.

8. According to the GE Matrix the company can be categorized into the Segment2 where the strength of the business is medium and also the industry attractiveness is medium. It should go for selective investment and head on for market segmentation.
9. To fight the competition, threats from new entrants and rivalry from existing suppliers and buyers it needs to go for constant Updation and Innovation.

Conclusion

Small Scale Industrial Sector has emerged as a dynamic and vibrant sector of the economy. It is the second largest employer after agriculture. The village and Small Scale Industries play an important role as a producer of consumer goods and absorber of surplus labor thereby addressing to the problems of poverty and unemployment.

In order to survive in this competitive world they have to adopt different marketing strategies to reach the end user. Through exhibitions, fairs, online advertisement, brochures and magazines they carry their marketing. However there are certain problems which they do face due to the disadvantages of each one of them. But if they make optimum utilization of resources, directing them in proper direction, constant improvement and innovating, application of different strategies, and if all these are implemented we would surely see a drastic improvement in this sector.

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EVOLUTION OF CORPORATE SOCIAL RESPONSIBILITY IN INDIA

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Abstract

The evolution of corporate social responsibility in India refers to changes over time in India of the cultural norms of corporations' engagement of corporate social responsibility (CSR), with CSR referring to way that businesses are managed to bring about an overall positive impact on the communities, cultures, societies and environments in which they operate. The fundamentals of CSR rest on the fact that not only public policy but even corporates should be responsible enough to address social issues. Thus companies should deal with the challenges and issues looked after to a certain extent by the states.

Among other countries India has one of the oldest traditions of CSR. But CSR practices are regularly not practiced or done only in namesake especially by MNCs with no cultural and emotional attachments to India. Much has been done in recent years to make Indian Entrepreneurs aware of social responsibility as an important segment of their business activity but CSR in India has yet to receive widespread recognition. If this goal has to be realised then the CSR approach of corporates has to be in line with their attitudes towards mainstream business- companies setting clear objectives, undertaking potential investments, measuring and reporting performance publicly.

INTRODUCTION

The Four Phases of CSR Development in India

The history of CSR in India has its four phases which run parallel to India's historical development and has resulted in different approaches towards CSR. However the phases are not static and the features of each phase may overlap other phases.

The First Phase

In the first phase charity and philanthropy were the main drivers of CSR. Culture, religion, family values and tradition and industrialization had an influential effect on CSR. In the pre-industrialization period, which lasted till 1850, wealthy merchants shared a part of their wealth with the wider society by way of setting up temples for a religious cause. Moreover, these merchants helped the society in getting over phases of famine and epidemics by providing food from their godowns and money and thus securing an integral position in the society. With the arrival of colonial rule in India from the 1850s onwards, the approach towards CSR changed. The industrial families of the 19th century such as Tata, Godrej, Bajaj, Modi, Birla, Singhanian were strongly inclined towards economic as well as social considerations. However it has been observed that their efforts towards social as well as industrial development were not only driven by selfless and religious motives but also influenced by caste groups and political objectives. Or studies.

The Second Phase

In the second phase, during the independence movement, there was increased stress on Indian Industrialists to demonstrate their dedication towards the progress of the society. This was when Mahatma Gandhi introduced the notion of "trusteeship", according to which the industry leaders had to manage their wealth so as to benefit the common man. "I desire to end capitalism almost, if not quite, as much as the most advanced socialist. But our methods differ. My theory of trusteeship is no make-shift, certainly no camouflage. I am confident that it will survive all other theories." This was Gandhi's words which highlights his argument towards his concept of "trusteeship". Gandhi's influence put pressure on various Industrialists to act towards building the nation and its socio-economic development. According to Gandhi, Indian companies were supposed to be the "temples of modern India". Under his influence

businesses established trusts for schools and colleges and also helped in setting up training and scientific institutions. The operations of the trusts were largely in line with Gandhi's reforms which sought to abolish untouchability, encourage empowerment of women and rural development.

The Third Phase

The third phase of CSR (1960–80) had its relation to the element of "mixed economy", emergence of Public Sector Undertakings (PSUs) and laws relating labour and environmental standards. During this period the private sector was forced to take a backseat. The public sector was seen as the prime mover of development. Because of the stringent legal rules and regulations surrounding the activities of the private sector, the period was described as an "era of command and control". The policy of industrial licensing, high taxes and restrictions on the private sector led to corporate malpractices. This led to enactment of legislation regarding corporate governance, labour and environmental issues. PSUs were set up by the state to ensure suitable distribution of resources (wealth, food etc.) to the needy. However the public sector was effective only to a certain limited extent. This led to shift of expectation from the public to the private sector and their active involvement in the socio-economic development of the country became absolutely necessary. In 1965 Indian academicians, politicians and businessmen set up a national workshop on CSR aimed at reconciliation. They emphasized upon transparency, social accountability and regular stakeholder dialogues. In spite of such attempts the CSR failed to catch steam.

The Fourth Phase

In the fourth phase (1980 - 2013) Indian companies started abandoning their traditional engagement with CSR and integrated it into a sustainable business strategy. In the 1990s the first initiation towards globalization and economic liberalization were undertaken. Controls and licensing system were partly done away with which gave a boost to the economy the signs of which are very evident today. Increased growth momentum of the economy helped Indian companies grow rapidly and this made them more willing. A Globalization has transformed India into an important destination in terms of production and manufacturing bases of TNCs are concerned. As Western markets are becoming more and more concerned about labour and environmental standards in the developing countries, Indian companies which export and produce goods for the developed world need to pay a close attention to compliance with the international standards.

Current State of CSR in India

As discussed above, CSR is not a new concept in India. Ever since their inception, corporates like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, to name a few, have been involved in serving the community. Through donations and charity events, many other organizations have been doing their part for the society. The basic objective of CSR in these days is to maximize the company's overall impact on the society and stakeholders. CSR policies, practices and programs are being comprehensively integrated by an increasing number of companies throughout their business operations and processes. A growing number of corporates feel that CSR is not just another form of indirect expense but is important for protecting the goodwill and reputation, defending attacks and increasing business competitiveness.

Companies have specialised CSR teams that formulate policies, strategies and goals for their CSR programs and set aside budgets to fund them. These programs are often determined by social philosophy which have clear objectives and are well defined and are aligned with the mainstream business. The programs are put into practice by the employees who are crucial to this process. CSR programs ranges from community development to development in education, environment and healthcare etc.

For example, a more comprehensive method of development is adopted by some corporations such as Bharat Petroleum Corporation Limited, Maruti Suzuki India Limited. Provision of improved medical and sanitation facilities, building schools and houses, and empowering the villagers and in process making them more self-reliant by providing vocational training and a knowledge of business operations are the facilities that these corporations focus on. Many of the companies are helping other peoples by providing them good standard of living.

Also, corporates increasingly join hands with non-governmental organizations (NGOs) and use their expertise in devising programs which address wider social problems.

CSR has gone through many phases in India. The ability to make a significant difference in the society and improve the overall quality of life has clearly been proven by the corporates. Not one but all corporates should try and bring about a change in the current social situation in India in order to have an effective and lasting solution to the social woes. Partnerships between companies, NGOs and the government should be facilitated so that a combination of their skills such as expertise, strategic thinking, manpower and money to initiate extensive social change will put the socio-economic development of India on a fast track.

Excellent Examples of Corporate Social Responsibility

1. Google

For many people, their first exposure to a corporation working for “good” was related to Google. The search giant has made aggressive moves on multiple fronts toward good citizenship, but it is clear that, as one of the world’s largest corporations, every single effort is paying off. For example, Google Green is a corporate effort to use resources efficiently and support renewable power. But recycling and turning off the lights does more for Google than lower costs. Investments in these efforts have real-world effects on the bottom line. Google has seen an overall drop in power requirements for their data centers by an average of 50 percent. These savings can then be redirected to other areas of the business or to investors.

2. Xerox

The printing giant has multiple programs for donating and supporting programs for social responsibility. Their Community Involvement Program encourages it by directly involving employees. Since 1974, more than half a million Xerox employees have participated in the program. In 2013 alone, Xerox earmarked more than \$1.3 million to facilitate 13,000 employees to participate in community-focused causes. The return for Xerox comes not only in community recognition, but also in the commitment employees feel when causes they care for are supported by their employers.

3. Target

Very often the idea of “good corporate citizens” can seem like a concept that is completely removed from our day-to-day realities. Sure, mega-corporations can have volunteer programs or philanthropic arms that focus on big-picture issues, but that seems so highbrow. If that is how you think, then take a look at Target. While many shoppers may think of it as just another big-box retailer, Target is more than just a place to buy tires and milk.

Since 1946, Target has been committing more and more effort and assets toward local and environmental support for the communities in which they have stores. Over the past several years, the company’s efforts—from growing sustainable practices to educational grants—have amounted to 5 percent of its profit going to local communities. That’s \$4 million each week! In the area of education alone, Target has donated more than \$875 million since 2010.

LAW

Under the Companies Act, 2013, any company having a net worth of rupees 500 crore or more or a turnover of rupees 1,000 crore or more or a net profit of rupees 5 crore or more has to spend at least 2% of last 3 years average net profits on CSR activities as specified in Schedule VII of the Companies Act, 2013 and as amended from time to time. The rules came into effect from 1 April 2014.

SEBI, as per its notification on August 13, 2012, has mentioned that enterprises are accountable to the larger society and “adoption of responsible business practices in the interest of the social set-up and the environment are as vital as their financial and operational performance”. SEBI has mandated the inclusion of Business Responsibility Reports as part of the annual reports of the Top 100 listed entities based on market capitalization at BSE and NSE. It is mandatory to make these reports available on the website of the company. In 2016, SEBI extended this requirement to the Top 500 listed companies.

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INCREASING MARKET TRANSPARENCY: THE ROLE OF THE INTERNET AND E-COMMERCE

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Abstract

"Cyberspace" - a concept until recently considered somewhat obscure and fantasy, has become in the contemporary era common and one of the most exciting trends in business. The emergence and development of electronic commerce represented a huge step towards facilitating economic transactions and to the increase market transparency. The latter is one of the main pillars underlying the theoretical model of perfect competition, and thus of an efficient market. This article aims to investigate how electronic commerce has increased market efficiency by increasing transparency.

Keywords : Electronic commerce; market transparency; Internet.

INTRODUCTION

Technological development in recent decades has opened new perspectives in all aspects of life. In the economic field, the emergence and widespread use of Information and Communication Technologies have facilitated the emergence of a new type of commerce, commonly known as e-commerce. It represented the creation of a new market conducting transactions both in terms of physical meaning (the electronic environment) and in terms of supply and demand (putting face to face the consumer desires with the manufacturer's transcend some barriers of space and time). In the last time the share of this trade has grown exponentially, consumers turning more frequently to the virtual environment to trade. Of course, the market can be effective but only in conditions of freedom, and for this to happen; one of the main conditions is a high level of transparency.

The purpose of this paper is to show how the penetration of technical elements in the economic field and, in particular, the development of the Internet have revolutionized the conduct of commercial transactions and had as an effect the increase of market transparency.

1. ELECTRONIC COMMERCE – A GROWING FIELD

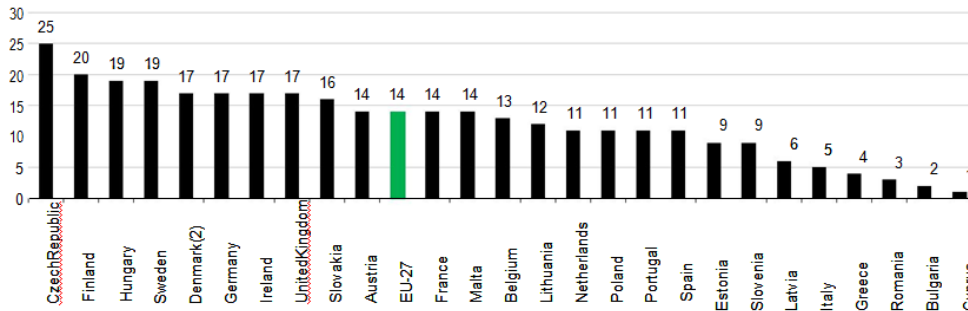
The main purpose of any business is to gain profit through satisfying the needs of the market. The market is the mainstay of both types of trade – but the e-Commerce market is a digital one – based on information technology. Thus, in order to take place e-commerce needs its own infrastructure, which is the support on which the new services and products are being built. They enable the creation of new markets beyond national borders, in which individuals and organizations from around the world are interacting. Among the most important elements that underpin e-Commerce are: the technological component, capital, media and public policy. Regarding technological infrastructure, it is represented most strongly of the Internet, along with the computer network through which data and information are transmitted and received.

Figure 1 - Global Internet penetration by Region in 2012



Currently (2012), about 30% of the global population has access to the Internet, with over 2 billion users worldwide (2,076 users in a population of 6,809) according to the statistics made by We Are Social (2012). Of these, 52% live in urban areas and the rest, 48% are in rural areas. North America, as can be seen in Figure 1, is located at the top in terms of public access to the Internet, with a penetration rate of 77%, followed immediately by Western Europe (70%). The lowest rates are recorded in Africa (11%) and Asia (24%).

Figure 2 - Enterprise turnover from e-commerce in European Union countries in 2010 as a percent of total turnover

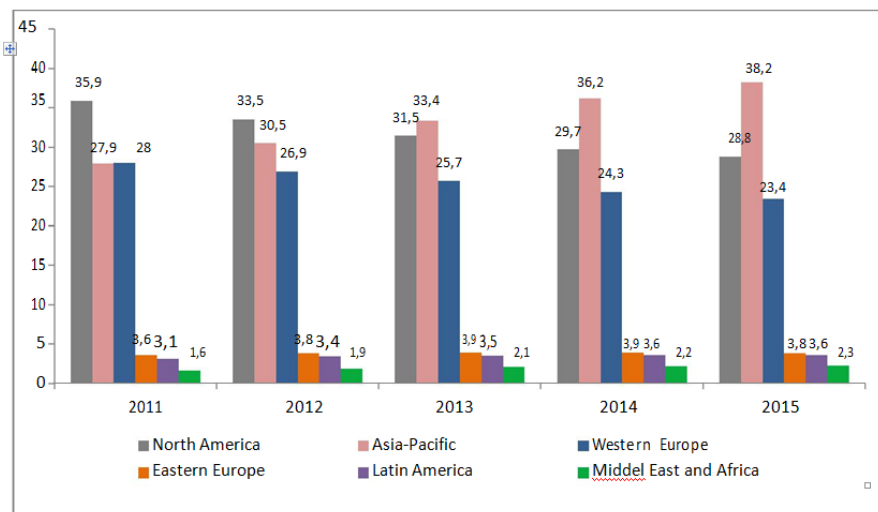


Digital commerce is an innovation in the field and at the same time, an extension of the traditional one. Therefore, companies often resort to both versions, their absolute separation being difficult. However, as can be seen in Figure 2, at EU level, the turnover of the undertakings obtained from electronic commerce, in the year 2010 was 14% (Eurostat, 2012). The highest turnover was recorded in the Czech Republic (25%), followed by Finland (20) and Hungary and Sweden (both 19%). In contrast, the lowest recorded turnover of e-commerce companies have been in Cyprus (1%), Bulgaria (2%) and Romania (3%).

The new economy, the digital one, has the following main actors, similar to traditional economy, community producers, traders and consumers, the main distinction being that goods and services are traded electronically, relying mainly on internet.

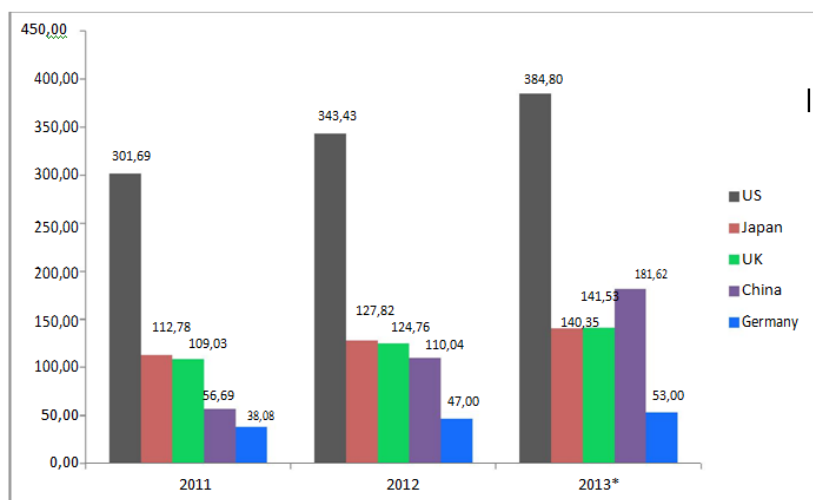
From its beginnings, which lie in the '1960s - namely in 1968 (Weisman, 2000), when firms used a tool that allowed them to change each standard documents (electronic data interchange EDI - Electronic Data Interchange) - Electronic Commerce has grown exponentially. Thus, in 2011, according to Statistics Brain (2011), global online sales have reached the threshold of 763.2 billion USD, up compared to 2010, when they stood at 680.6 billion USD.

Figure 3- B2C Ecommerce sales share by region, 2011-2015 (% of total)



In the division of the region, according to eMarketer (2013), as can be seen from Figure 3, in 2011, North America had the highest share of B2C e-commerce with 35.9%, followed by Western Europe with 28 % and Asia-Pacific with 27.9%. Eastern Europe had a share of 3.6%, and if we take into account the entire European continent, the aggregate value is 31.6%. Currently (2012), we can see that the Asia-Pacific, though it failed to overtake North America has an almost equal percentage of the European continent (30.5% versus 30.7%). At the end of the ranking is the Middle East and Africa with 1.6% (eMarketer, 2013). However, it is expected that over time Asia Pacific will grow exponentially and will exceed North America. For 2015, it is expected, for example, a rate of 38.2% for the Asia-Pacific region, followed by North America with 28.8%, Western Europe 23.4%, and Eastern Europe 3.6% (the European continent would cumulate 27.2%).

Figure 4 - Top 5 countries in terms of B2C Ecommerce sales in 2011-2013 (in billions USD)



However, e-commerce is an evolving field that continues to grow rapidly, especially in countries in transition. Currently (2012), the global leader in e-commerce market is the United States of America (343.43 USD billions), as can be seen from Figure 4. The country is followed by Japan (\$ 127.82 billion), which is almost on par with the UK (\$ 124.76 billion), followed at its turn by China and Germany. For 2013 experts say that if on one hand the U.S. will maintain their supremacy, second place will be occupied by China which will overtake thus, Britain and Japan.

With the growth of e-commerce, the ability to differentiate traders that use e-commerce of those using traditional trade decreases as the latter are using more frequently electronic techniques. In most cases e-commerce activities are not identified separately from the traditional ones, in the company accounts.

2. THE ADVANTAGES OF E-COMMERCE IN INCREASING MARKET TRANSPARENCY

Currently, the use of Internet is not new to most people, but, instead, a necessary skill. Importantly, the modern lifestyle of the society is alert, and individuals have less time available to travel to the physical premises of the companies. Accordingly, online transactions are preferred as they provide the possibility to compare prices and choosing the lowest (Diacon and Donici, 2011, p. 391).

Simply put, e-commerce is the fastest trade of all time, running in real time and in the easiest way possible. This market via online services and the Internet, encompasses the entire world, and is accessible anytime and anywhere.

Information and knowledge have become the key factor of production, and the new technologies determine the share of the productivity firm increase (Işan, 2002, p. 18).

In terms of market and economic theory, one of the most important effects of using the Internet is certainly increase in the market transparency, something unimaginable just 20 years ago.

Originally telephony (and in the first instance telegraph) enabled businesses and individual consumers to access in real time important information regarding the evolution of prices in the major markets of the world, facilitating the communication between business partners. However, the Internet was the one who paved the way for one of the highest levels of transparency known to mankind, so far.

Electronic commerce builds practical advantages and traditional trade patterns, plus the flexibility offered by information technology. This was attributed to the welfare growth of the traditional features. Thus, e-commerce is the holder of almost "unlimited" possibilities. For Companies, all kinds of benefits can be achieved thanks to it: cost reduction, higher efficiency, higher profits mainly through innovations in products and global market access, etc. Thus, electronic commerce is one of the areas with great potential for development in this century and this is because of the opportunities and advantages offered by the new form of commerce based on knowledge.

Market transparency is achieved primarily by facilitating cooperation and communication between groups participating in electronic commerce. These groups can be located both within the organization (e.g. departments of companies that communicate with each other and share information to achieve a number of activities or projects) and outside it (groups of firms that cooperate in creating products or services and communicate with clients) (Meşnită, 2002, p. 25).

Electronic commerce offers the possibility of conducting work 7 days a week 24 hours from 24, eliminating otherwise some physical restrictions of communication. Thus, the information is disseminated in a shorter time, both for the consumer and for the company. These are well structured and can be easily accessed. For example, information about customers and target market are managed more effectively through the use of databases.

Consumer standing in front of its personal computer can obtain information about the quality, price and nature of the product they wish to purchase from a larger number of companies that sell it. Pre and post sales services (including health) are improved significantly. Also for business, vendors are easier to found. Moreover, the Internet allows people to postpone the time of purchase (or to hasten) facilitating in this way **the formation of prices**. For the firm, this translates into the reduction of the cycle of commercial activity (the period between the time of order placement and the time of delivery of the good or service provision). For example, in physical space, the price information varies from manufacturer to manufacturer, as they circulate harder. For a consumer this translates into more complete information on the various price levels for a product on the market, for the same level of quality, he can choose the lowest price. Consumers found it harder to move in physical space in a relatively small time to obtain a wide range in the level of prices for a particular product. Now, this is partly removed, the time spent is considerably less than that which would require displacement in physical space.

The circulation of information is facilitated by e-commerce and courier services. This allows a more rapid adjustment of inventories and, through this, a reduction of inefficiency producers. Thus, e-commerce stocks are reduced without movement being produced only requested products and thereby reducing variable costs. Moreover, they are only one category of costs that can be reduced. When companies turn to the Internet and electronic trade, they can cut a far wider range of costs, from the ones associated to business cycle to the one of staff.

Internet plays a major role in combating market opacity. Therefore a firm, regardless of size, can enter (or exit) with greater ease in any market and even become global by changing its vision and by promoting values such as openness, support new technologies, promote individual effort and creativity. By this monopolistic behaviour is limited and the electronic environment cannot be controlled by only a few companies. Customers, regardless of where they are, can access the company website without the barrier of physical movement. Theoretically a firm, regardless of size, has immediate access to the global market. Firm size decreases in importance in these circumstances. Organizations can no longer identify with physical premises, but with a certain Mimage, promoted by the Web page, which is often "wearing the style and personality of the leader" (Popescul, 2007, p. 58). Physical location in the management of the organization is sometimes reduced to a minimum, which can be managed from anywhere.

In this context, new opportunities and new product sales opportunities for small firms arise. For example, on any electronic marketplace compared with a traditional one, meeting a growing number of carriers in the supply-demand is becoming more likely. Therefore, in addition to increasing the transparency of the market, through e-commerce the atomicity of supply and demand is at the highest level known so far (another condition of the theoretical model of the perfect competition).

Simply put, e-commerce has the effect of increase of market transparency at the macro level and at micro level a higher productivity. Digital solutions that take the place of traditional applications offer many

opportunities to businesses and individual consumers. Services are targeted to customers, products are traded faster and the number of errors is reduced. So far, in addition to the terms offered on the stock market, electronic commerce makes the closest market to the model of perfect competition.

However, with all the advantages and innovations in the field of trade, it should be noted that the Internet (default the electronic environment where the transaction takes place) includes a number of barriers and vulnerabilities. This explains why e-commerce is not used to its full potential. These vulnerabilities can be attributed mainly to technical issues, organizational issues, lack of trust (which includes lack of information and security risks) and legal barriers (Schaub, 2004, pp. 14-15). Lately, however, they have seen a decline in the extent to which people are becoming more informed, using with more confidence electronic commerce, and the Internet, the relevant regulations and the safety standards are becoming more efficient.

CONCLUSIONS

This century is one of speed and information of a society that Drucker named "knowledge applied knowledge", a society where the Internet plays a crucial role. Without doubt it is a digital age, of the electronic media applied to all the levels of society, especially in the sphere of trade as the society is one of consumption.

Electronic commerce in bulk cannot be appreciated and understood at its true size and value if it is "broken" of traditional commerce. Many of its forms are in fact extensions of traditional commerce, of the classic methods of business in a new environment - the digital one. The physical environment has been replaced of an electronic one in which access to information can be almost instantly, and the barriers of space and time have been removed.

The new form of commerce has opened possibilities that seemed unimaginable, both in increasing firm profitability and in increasing the market transparency. This is beneficial both for the end consumer and for the market mechanism as a whole.

Although modern form of trade that is not being used to its maximum potential, it provides so far, by increasing its transparency the nearest form to the free and efficient market.

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THE BALANCE OF PAYMENT IN ACCOUNTING METHODS OF CORPORATE SECTORS IN INDIA

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Abstract

All modern economies prepare and publish detailed statistics about their transactions with the rest of the world. A systematic accounting records of a country's economic transactions with the rest of the world forms a part of its National Income (NI). It can also be looked upon as record of all factors, which create the demand for, and the supply of the country's currency. A precise definition of Balance of Payments (BOP) of a country can be stated as follows:

"The balance of payments (BOP) of a country is a systematic accounting record of all economic transactions during a given period of time between the residents of the country and residents of foreign countries."

The phrase "residents of foreign countries" may often be replaced by "non-residents" or "foreigners" or "rest of the world (ROW)".

Some more clarifications about definition is it refers to economic transactions. By this we means transfer of economic value from one economic agent (individual, business, government, etc.) to another transfer may be a requited transfer, that is, the transferee gives something of economic value to the transferor in return or an unrequited transfer, that is unilateral gift.

The other clarifications relates to the term "resident". This term certainly is not identical with the term "citizens" though there is normally a substantial overlap. As regards individuals, "residents" means those individuals whose general Centre of interest can be said to rest in the given country. They consume goods and services, participate in the productive process and carry out economic activity within the territory of the county on other than a temporary basis.

Keywords : BOP (Balance of Payments), NI (National Income), ROW (Rest of the World).

ACCOUNTING PRINCIPLES IN BALANCE OF PAYMENTS

The BOP is a standard double-entry accounting record and as such is subject to all the rules of double entry book keeping system.

ACCOUNTING PRINCIPLES IN BALANCE OF PAYMENTS:

The BOP is a standard double-entry accounting record and as such is subject to all the rules of double entry book keeping record. For every transaction two entries must be made, one credit and one debit and leaving aside errors and omissions, the total of credits must exactly match the total of debits, that is, the balance of payments must always "balance".

Some simple rules of thumb will enable the reader to understand the application of the above accounting principles in the context of the BOP:

- All transactions which lead to an immediate payment from the rest of the world to the country should be recorded as credit entries. The payments themselves, actual or prospective, should be recorded as the offsetting debit entries. All transactions which result in an actual payment from the country to the ROW should be recorded as debits and the corresponding payments as credits.

Here it is a clearly understanding of this rule "a payment received from the country's foreign assets-either the payment will be credited to a bank account held abroad by a resident entity or a claim is acquired on a foreign entity. Thus an increase in foreign assets (or a decrease in foreign liabilities) must appear as a debit entry. A payment to ROW, reduces the country's foreign assets or increases its liabilities owed to

foreigners; a reduction in foreign assets or an increase in foreign liabilities must therefore appear as a credit entry.

- A transaction which results in an increase in demand for foreign exchange is to be recorded as a debit entry while a transaction which results in an increase in the supply of foreign exchange is to be recorded as accredit entry.

Thus an increase in foreign assets or reduction in foreign liabilities because it uses up foreign exchange now, is a debit entry, while a reduction in foreign assets or an increase in foreign liabilities, because it is a source of foreign exchange now, is a credit entry. Capital outflow-such as when a resident purchases foreign securities or pays off a foreign bank loan-is thus a debit entry while a capital inflow, such as a disbursement of a world- bank loan-is a credit entry.

VALUATION AND TIMING:

Here two important considerations are given: one is the procedure adopted for valuation of goods and the timing of recording a transaction.

Let us take the valuation problem first. Unless a uniform system of pricing is adopted for all transactions, a number of problems can arise. The credit and debit sides of a transaction, if not valued on the same basis, will not equal each other. Cross-country comparisons of balance of payments data would be meaningful only when a common system of pricing is used by all countries. The IMF recommended the use of market prices this being defined as the price by a “willing buyer”, where the seller and buyer are “independent parties” and the transaction is governed by commercial considerations. Another aspect of valuation is the choice between f.o.b. and c.i.f. valuations (here f.o.b. means free on board and c.i.f. means cost insurance freight).IMF recommends the former as the latter includes value of transportation and insurance in addition to the value of the goods.in India’s BOP statistics, while exports are valued on f.o.b. basis, imports are at c.i.f. valuation. Still another difficulty concerns translation of foreign currency values into domestic currency.

For reasons similar to those in case of valuation, a uniform system of timing of recording is also desirable. The two sides of transaction should be recorded in the same time period. Various conventions have been evolved for this purpose, for instance exports are recorded when cleared by customs, imports when payment is made, and so forth.

COMPONENTS OF THE BALANCE OF PAYMENTS:

1. **The Current Account:** Under this are included imports and exports of goods and services and unilateral transfers of goods and services.
2. **The Capital Account:** under this are grouped transactions leading to changes in foreign financial assets and liabilities of the country.
3. **The Reserve Account:** in principles this is no different from the capital account in as much as it also relates to financial assets and liabilities. However, in this category only “reserved assets” are included.These are the assets which the monetary authority of country uses to settle the deficits and surpluses that arise on the other two categories take together.

THE CURRENT ACCOUNT:

Here Current Accounts are having mainly two heads.

(A) MERCHANDISE: in principle, merchandise trade should cover all transactions relating to movable goods, with a few exceptions, where the ownership of goods changes from residents to non-residents (exports) and from non-residents to residents (imports). The valuation should be on f.o.b. basis so that international freight and insurance are treated as district services and not merged with the value of the goods themselves.

(B) INVISIBLES: trade in physical goods is distinguished from trade in services. The invisible account includes services such as transportation and insurance, income payments, receipts for factor services-labor capital-etc.

Credits under invisible accounts consists of services rendered by residents to non-residents, income earned by residents from their ownership of foreign financial assets (interest, dividend), income earned from the use, by non-residents, of financial assets such as patents and copyrights owned by residents and the offsets entries to the cash and gifts received in kind by residents from non-residents. Debits consist of same items with the roles of residents and non-residents reversed.

THE CAPITAL ACCOUNT:

The capital account consists of three major subgroups. The first relates to foreign equity investments in India either in the form of direct investment-for instance, Ford motor company started its plant in India or portfolio investment such as purchase of Indian companies stock by foreign institutional investors, or subscriptions by non-residents investors to GDR and ADR by Indian companies. The next group is loans. Under this are included concessional loans received by government or public sector bodies, long and medium term borrowings from the commercial capital market in the form of loans, bond issues and so forth, and short term credits such as trade related credits. Disbursements received by Indian- resident's entities are credit items while repayments and loans made by Indians are debits. The third group separates out the changes in foreign assets and liabilities of the banking sector. An increase (decrease) in assets are debits (credits) while increase (decrease) in liabilities are credits (debits). Non-residents deposits with Indian banks are shown separately.

THE OTHER ACCOUNTS:

The IMF accounts contains, purchases (credits) and repurchases (debits) from the IMF. The foreign exchange reserve account records increase (debits), and decrease (credits) in reserve assets. Reserve consists of RBI's holding of gold and foreign exchange (in the form of balances with foreign central banks and investments in foreign government securities) and holding of SDRs (special drawing rights) are a reserved asset created by IMF and allocated from time to time to member countries. Within certain limitations it can be used to settle international payments between monetary authorities of member countries. An allocation is a credit while retirement is debit.

MEANING OF "DEFICIT" AND "SURPLUS" IN BALANCE OF PAYMENTS.

If the BOP is double-entry accounting record, then apart from errors and omissions, it must always balance. The term "deficit" or "surplus" cannot then refer to the entire BOP must indicate imbalance on a subset of accounts included in the BOP. The "imbalance" must be interpreted in some sense as an economic disequilibrium.

It is important to decide what is the optimal way of grouping the various accounts within the BOP so that an imbalance in one set of accounts will give the appropriate signals to policy makers. In the language of an accountant we divide the entire BOP into a set of accounts "above the line" and another set "below the line". If the net balance (credits-debits) is positive above the line, we say that there is a balance of payments surplus. If it is negative we say there is a "balance of payments deficit". The net balance below the line should be equal in magnitude and opposite in sign to the net balance above the line. The items below the line can be said to be of a "compensatory" nature-they "finance" or "settle" the imbalance above the line.

The critical question is how to make this division so that BOP statistics, in particular the deficit and surplus figures, will be economically meaningful. Suggestions made by economists and incorporated into the IMF guidelines emphasize the purpose or motive behind a transaction as a criterion to decide whether the transaction should go above or below the line. The principal distinction is between autonomous transaction and compensatory transactions. An autonomous transaction is one undertaken for its own sake, in response to the given configuration of prices, exchange rates, interest rates and so on, usually in order to realize a profit or reduce costs. It does not take into account the situation elsewhere in the BOP. An accommodating transactions on the other hand is undertaken with the motive of settling the imbalance arising out of other transactions, for instance, financing the deficits arising out of autonomous transactions. All autonomous transactions should be grouped together "above the line" and all accommodating transactions should go "below the line". The terms balance of payments deficit and

balance of payments surplus will then be understood to mean deficit or surplus on all autonomous transactions taken together.

Such a distinction, while easy to propose in theory is difficult to implement in practice in some cases. For some transactions there is no difficulty in deciding the underlying motive, for instance, exports and imports of goods and services, private sector capital flows, migrant workers, remittances, unilateral gifts are all clearly autonomous transactions. Monetary authority sales or purchases of foreign exchange in order to engineer certain movements in exchange rates is clearly an accommodating transaction. But consider the case of government borrowing from the World Bank. It may use the proceeds to finance deficits on other transactions or to finance a public sector project or both. In the first case, it is an accommodating transaction; in the second case it is an autonomous transaction while in the third case it is a mixture of both.

The IMF at one stage suggested the concept of compensatory official financing. This was to be interpreted as “financing undertaken by the monetary authority to provide (foreign) exchange to cover a surplus or deficit in the rest of the BOP”. This was to include use of reserve assets as well as transactions undertaken by authorities for the specific purpose of making up a surplus or a deficit in the rest of the balance of payments.

WHY ARE BOP STATISTICS IMPORTANT

Balance of Payments statistics (at least estimates of major items) are regularly compiled, published and are continuously monitored by companies, banks, and government agencies. Often we find news headlines like “announcement of provisional US balance of payments figures sends the dollar tumbling down”. Obviously, the BOP statement contains useful information for financial decision making.

For a short term period, BOP deficits or surpluses may have an immediate impact on the exchange rate. Basically, BOP records all transactions that create demand for and supply of currency. When exchange rates are market determined, BOP figures indicate excess demand or supply for the currency and the possible impact on the exchange rate. Further, as we will see later, they may signal a policy shift on the part of the monetary authorities of the country, in concert with its trading partners. For instance, a country facing a current account deficit may raise interest rates to attract short term capital inflow to prevent depreciation of its currency. Or it may otherwise tighten credit and money supply to make it difficult for domestic firms and banks to borrow the home currency to make investments abroad. It may force exporters to realize their export earnings quickly, and bring the foreign currency home. Movements in the country’s reserves have implications for the stock of money and credit circulating in the economy. Central bank purchases of foreign exchange in the market will add to the money supply and vice versa unless the central bank “sterilizes” the impact by compensatory actions such as open market sales or purchases. Countries suffering from deficits may find their credit rating being downgraded because the markets interpret the data as evidence that the country may have difficulties in servicing its debt.

CONCLUSIONS AND FINDINGS

The balance of payments of a country records its economic transactions with the rest of world using a well-defined set of accounting conventions. These transactions can be grouped in different ways to create sub-groups such as current account, capital account, autonomous transactions and so on depending upon the nature of the transaction or its economic significance. The phrase balance of payments deficit or surplus normally refers to the balance between credits and debits of the current account. Corporate finance managers must monitor the BOP data being put out by government agencies on a regular basis because they have both short term and long term implications for a host of economic and financial variables affecting the fortunes of the company.

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AN ANALYSIS OF SHAREHOLDER VALUE CREATION IN INDIAN BANKING INDUSTRY: A CASE OF ICICI BANK LTD.

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Abstract

Today shareholder value creation has become a buzz word in world corporate arena. In recent past more and more companies in India too are highlighting their shareholder value creation. Banking companies in India are facing keen competition and trying to retain the customer and add customer through adopting different tools, strategy and emphasizing on their financial goals viz.-ensuring fund availability maximizes growth, increasing operating profit before interest and taxes and return on investment and share holder value creation. As per the shareholder value creation is concern it has been given due attention in the light of other financial goals. Banking companies have adopted different methods of measuring shareholder value. A number of measure are used for this for this purpose such as economic value added (EVA), Market Value Added (MVA), and Shareholder return based on market value of share. This paper is an attempt to analysis various measure for shareholder value creation in reference with one of the most profitable bank in private sector in India i.e. ICICI Bank Ltd.

Introduction:

In recent past more and more companies in India are highlighting their shareholder value creation. Banking companies in India are facing keen competition and trying to retain the customer and add customer through adopting different tools, strategy and emphasizing on their financial goals viz-ensuring fund availability maximizes growth, increasing operating profit before interest and taxes and return on investment. As per the shareholder value creation is concern it has been given due attention in light of other financial goals. Banking companies have adopted different methods of measuring shareholder value. A number of measure are used for this for this purpose such as economic value added (EVA), Market Value Added (MVA), and Shareholder return based on market value of share.

History of shareholder value

The literature on shareholder value have a history stretching back to 1950s and 1960s and their intellectual roots are in the path breaking work of some economists of that time and a number of them have been honored with the Nobel Prize for economics. Shareholder value started to take on a life of its own as a result of work done on what become known as the Capital Asset Pricing Model (CAPM) which argues that the returns both received and expected by investors are related to the risk incurred by owning particular financial assets. As it is commonly understood, the higher the risk the greater the return should be. The main insight of the CAPM model which is central to the shareholder view of the world is that there is a risk- weighted discount factor which allows one to assess the value today and tomorrow's developments, profits and cash flows. Not only the discount rate is delivered from the observation of the capital market but it also defines what the opportunity cost of the equity to an investor in the market is. It also states that what the company has to earn in order to justify the use of capital resources tied up in the business. During the late 1970s and 1980s the work in applying some insight of CAPM to the corporate sector began (Black et al, 1998). Shareholder value was accredited considerable appraisal following a publication of Creating Shareholder Value in 1986 by Rappaport. In almost every industry, companies started considering the commitment to shareholder value. This implied a change in the management process; The CEO'S began to direct their focus on creating shareholder value.

Concept of Shareholder Value Creation: Value

Value is an impressive term whose analysis is more art than science. Value has a variety of meaning and people can have very different views on what the value of a company is at any given point in time, they may even disagree on today's value or on the future value. Even though the past value appears to be objective, the present and the future value becomes non-observable because of different value judgments. However, value can be quantified on the basis of a number of factors. Quality of information, perception control, time horizon, uncertainty and tolerance for risk are all factors that create the individual's perspective on the value of a particular company at any given time. What the investors expect to happen to the company's cash flow is the largest determinant of value. Value is a subjective statement of beliefs about the future and represents a perception (that is one of many possible perceptions) about the company's prospects (Knight, 1998). According to Black et al (1998) value has existed as a concept as long as humanity has conducted trade and accumulated capital and wealth. It has been the consistence measurement used by those with freedom of choice to trade, invest and preserve capital.

Shareholder value defined

According to Rappaport 1998 SV can be defined as "The total economic value of an entity such as a company or a business unit is the sum of the value of its debt and its equity. This value of the business is named the corporate value while the value of the equity portion is named shareholder value" In the form of equation:

$$\text{Corporate value} = \text{Debt} + \text{Shareholder value}$$

This formula rearranged in order to compute shareholder value gives:

$$\text{Shareholder value} = \text{corporate value} - \text{debt.}$$

The corporate value is the value of the total firm or business unit. It includes three following components:

- The present value of cash flow from operations during the forecast.
- "Residual value", which represents the value of the business attributable to the period beyond the forecast period.
- The current value of marketable securities and other investments that can be converted to cash and are not essential to operating business.

Corporate value of a firm is also known as the market value of the assets of a firm is known as the value of the firm. Value of the firm is also revealed from the market value of equity and debt in the capital market. Therefore shareholder value can also be defined as:-

$$SV = \text{Market Value of Firm} - \text{Market Value of debt.}$$

Theoretically the market value of equity share should be equal to the true economic value of a firm. The true economic value of a firm/company depends upon the Net Present Value (NPV) of its expected net cash benefit derived in future from its investment. There are two most commonly used methods of shareholder value creation, these are –

1. Traditional accounting measures

a) EPS – Earnings per Share

Since division of earnings of the company computes the earnings per share by the number of outstanding shares, we will concentrate on the numerator, i.e. earnings.

b) ROI: Return on Investment.

ROI is one of the most popular measures the companies use in their financial reports as one of the key measures of success, and it remains one of the main measures of the division performance. The computation of ROI is expressed under the following formulas:

$$\text{ROI} = \text{Net income} / \text{book value of assets}$$

$$\text{Or ROI} = \frac{\text{Net income} + \text{Interest} (1 - \text{tax rate})}{\text{Book value of assets}}$$

The increase in ROI is no guarantee of shareholder value creation despite its being one of the most popular measures. It is considered that shareholder value is created if ROI is bigger than WACC.

c) ROE- – Return on Equity

ROE= Net income / Book value of shareholders' equity

The ROE has the shareholders' equity as the denominator; and it is more popular at the corporate level, whereas ROI is more popular for the measuring of the division's performance. One of the reasons for such a preference is that ROE is a measure of primary concern to investors. Since ROE is similar to ROI, it has all the same disadvantages as ROI.

Recently developed measures:

1 TSR - Total Shareholders Return

These measures are supported by the Boston Consulting Group (BCG). "The TSR measure allows the managers to make the appropriate trade-off among profitability, growth and FCF (Free Cash Flow), and measure a unit's contribution to the overall company's capital gain and the dividend yield of the overall market..

2 EVA – Economic Value Added

Enter EVA, a performance measurement concept introduced to the corporate arena in the 1920s, by the General Motors Corporation, and then forgotten, until Stern Stewart Company, New York- based consulting firm, reintroduced it in the 80's as a replacement for the traditional measure of value creation. Stern Stewart now trademarks the approach (Shaked et al, 1997). EVA® is an acronym for economic value added; it is a measure of the corporate performance that differs from most others by including a charge against the profit for the cost of all capital the company employs. The proponents of EVA claim that EVA is the framework for a complete financial management and incentives compensate system that can guide every decision a company makes, from the board room to the operation floor.

$$EVA = NOPAT - C\% (TC),$$

In the formula, NOPAT is net operating profit after taxes, C% is the percentage of cost of capital; and TC is total capital.

Why EVA is more preferable? As Ehrbar explained in his book about EVA, the formula includes a lot of adjustments to eliminate accounting anomalies.

3 MVA – Market Value Added

$$MVA = \text{market value} - \text{total capital}$$

The total value in this formula is the market value of debt and equity.

4 CVA – Cash Value Added

Cash Value added is a Net Present Value that periodizes the Net present Value calculation and classifies the investment in two categories: Strategic and Non- Strategic investments. Strategic Investments are those, whose objectives are the ones made to create new value for shareholders, such as expansion; while nonstrategic investments are the ones made to maintain the value strategic investments create. Strategic investments – e.g. investments in new products, in new markets – are followed by several non-strategic investments.

What actually is CVA ash value added is defined by the difference between operating cash flow (OCF) and operating cash flow demand (OCFD). Operating cash flow is EBIT, working capital movement and strategic investments. Working capital movement here is calculated using the following formula:

$$\text{Receivables} - \text{liabilities} + \text{stock} + \text{cash}.$$

Operating Cash Flow Demand represents the cash flow needed to meet the investor's financial requirements on the company's strategic investments i.e. the capital cost.

5. DCF – Discounted Cash Flow

Discounted cash flow – DCF – is the most accurate and at the same time most complicated measure. According related measure to the DCF is the SVA – shareholder value added .The formula of SVA is the following: (Rappaport, 1998).

$SVA = \text{Cumulative present value of cash flows} + \text{present value of liquidation at the end of the forecast period} - \text{current liquidation value}.$

In practice following methods are used in banking industry to measure shareholder value creation:

(a) Free Cash Flow Method–

In this method, the weighted average cost of debt and equity (WACC) is used to discount the free cash flow. Free cash flow can be computed as –

$$FCF = PBIT (1-T) + DEP \pm ONCI \pm \Delta NWC - \Delta CAPEX$$

Here :-

PBIT = Profit before interest and tax

T = Corporate tax rate

DEP = Tax depreciation

ONCI = Other non-cash items,

ΔNWC = Change in net working capital i.e. stock plus trade debtors minus trade creditors

$\Delta CAPEX$ = Incremental investment

At the initial stage of business operation cash flow is expected to grow faster rate while at later stage competition may force cash flow to remain constant or grow at a low rate. The economic value, therefore can be :

$$\text{Economic Value} = \text{PV of net operating cash flow (NOCF)} + \text{PV of Terminal/Real Value}$$

or

$$V = \sum_{t=1}^n \frac{FCF_t}{(1 + WACC)^t} + \frac{TV_n}{(1 + WACC)^n}$$

Value of firm generating permanent or perpetual FCF will be :

$$V = \frac{FCF}{WACC}$$

Here: FCF = Free Cash Flow

WACC = Weighted Average Cost of Capital

Limitation of FCF method:

This method has several limitation such as :

1. It does not make any adjustment for interest charges.
2. It does not include financing (leverage) effect
3. WACC is based on optimum capital structure assumption which is not true.

(b)(i) Economic value of an unlevered firm -

The value of an unlevered firm at initial stage can be computed as:-

$$V_u = \sum_{t=1}^n \frac{FCF_t}{(1 + k_u)^t} + \frac{TV_n}{(1 + k_u)^n}$$

(ii) For levered firm :

$$V_{lts} = \sum_{t=1}^n \frac{ITS_t}{(1 + k_d)^t}$$

Here V_{lts} = Value of interest tax shield.

Therefore Value of a levered firm = value of unlevered firm + value of interest tax shield.

The value per share (VPS) can be obtained by dividing:- the value of shares (E) by the Number of share (N) -

$$VPS = \frac{E}{N}$$

Now the question arise, does higher growth and accounting profitability lead to increased value of shareholder? As we know market value of firm's shares is a measurement of shareholder wealth. In terms of market and book value of shareholder, investment, shareholder value Creation (SVC) may be defined as the excess of market value added over book value. SVC in banking company is also referred to as the Market Value Added (MVA) :-

MVA/SVC = Market Value – Invested capital

A Case study of ICICI Bank Ltd :

ICICI Bank Ltd. incorporated in Vadodara, India, on January 5, 1994, is a publicly held bank and is governed by the Banking Regulations Act, 1949. The bank offers banking products and financial services to corporate and retail customers, through various delivery channels and through its subsidiaries and affiliates, in the areas of investment banking, life and non-life insurance, venture capital and asset management. The bank also offers internet banking, a payment gateway, and other e-commerce related facilities to its clients.

ICICI Bank was originally promoted by ICICI Ltd., an Indian financial institution. ICICI Ltd held 75% of the equity share capital of ICICI Bank and the erstwhile SCICI Ltd with ICICI Bank became a wholly owned subsidiary of ICICI Ltd.

Shareholding Structure :

Total equity shares issued, as at March 31, 2005, were 73, 67, 75800 at face value of Rs. 10/- each

Table-1

Share Holding (in %)

Year Ended March 31	2005	2004	2003	2002	2001
Category					
Deutsche Bank Trust Company (Depository for ADR Holders)	27.34	25.94	26.1	25.71	14.41
Flls and NRIs	44.20	46.85	38.6	20.14	17.35
Insurance Companies	15.39	14.88	15.45	15.94	0.29
ICICI					46.99
Bodies Corporate	4.61	4.25	4.94	5.2	0.29
Banks and Financial Institutions	0.19	0.36	1.07	1.66	0.37
Mutual Funds	1.67	0.33	1.42	1.29	0.92
Individuals	6.60	7.39	9.1	9.91	6.14
Unit Trust of India	-	-	3.32	3.61	2.42
Shares in Transit	-	-	-	-	0.14
The Wetern India Trustee and Executor Company Limited	-	-	-	16.54	-
Shares allocable to Bank to Madurai shareholders	-	-	-	-	10.68

From the table it is clear that fls and NR/s are having larger share in total share holding structure, accounting 44.20 second larger holder is Deutsche Bank Trust Company with 27.34% while ICICI account 46.99% holding in 200/ Now has completely been merged with ICICI Bank Ltd.

Profitability of the Bank:

The profitability of bank has as gradually increased. Its profit after tax increased from 11.02% in 2001 to 15.63 % in 2005 with total profit after tax (PAT) Rs. 2005.21 Crore.

Stock Performances:

(a) Divided – ICICI bank Paid divided @ 85% for the year 2004-05

Table-2

Year Ended March 31,	2005	2004	2003	2002	2001
Divided rate (%)	85	75	75	20	20
Dividend Paid (Rs. crores)*	723.06	613.76	518.69	48.57	48.57
PAT (Rs. crores)	2005.21	1637.11	1206.18	258.30	161.10
Dividend Payout Ratio	36.60	37.49	43.00	18.80	30.15

*Include dividend tax

(b) Equity share details:

Following table shows the equity share record details for the period under review:

Table-3

Years Ended March 31		2005	2004	2003	2002	2001
Face Value per share	Rs.	10.00	10.00	10.00	10.00	10.00
Book Value per share	Rs.	167.01	120.09	105.14	104.45	56.96
Market price per share#	Rs.	392.8	296.3	133.75	123.9	165.5
Market Price/Book Value	Ratio	2.35	2.47	1.27	1.19	2.91
Bonus Shares Issued	Rs.	0	0	0	0	0
Dividend Yield	%	2.16	20.53	5.61	1.61	1.21
Basic Earning Per Share	Rs.	27.55	26.66	19.68	11.61	8.13*
Diluted Earning Per Share	Rs.	27.33	26.44	19.65	11.61	8.13*
Price Earning Ratio	Ratio	14.26	11.11	6.80	10.67	20.36

as on the year end on NSE

Source: Annual Report.

Above table showed an increasing trend over the period of under review . The PE ratio came down to 14.26 times as on 31stMarch 2005 from 20.36 times as on 31st March 2001.On the basis of above table the shareholder value creation in this bank can be easily known. As face value of share is Rs. 10 which remain constant. Book value and market value are fluctuating. SVC can be computed with the help of following formula:

$$SVC = MV - \text{Book Value.}$$

Table-4

Share holder value creation per share (in Rs.)

Years Ended 31 st March	2005	2004	2003	2002	2001
Book value per share	167.01	120.09	105.14	104.45	56.9
Market value / share	392.80	296.3	133.75	123.90	165.50
Shareholder value	225.79	176.21	28.61	19.45	108.54

Above analysis shows that shareholder creation in ICICI Bank Ltd. has been in fluctuating trend. In 2001 it was Rs. 108.54 per share while in next year it came down drastically at Rs. 19.45 further in 2004 it increased to Rs. 176.21 per share and in 2005 it was Rs. 225.79 per Share. These figure shows that Bank has successfully aerated share holder value in recent past. Following are the important factor for its performance:

1. Revenue Enhancement.
2. Reduction operating expenditure.
3. Proper Assets utilisation
4. Cost of capital Reduction
5. Proper liquidity management.

Conclusion:

Basic financial objective of any firm is to create wealth per it shareholder. Therefore all the management actions and strategies should be guided by SVC. The foundation of SVC is the notion that the shareholder value depends on future cash flows and their risk. SVC can be seen in long rum prospective and must fosses on valuation. As in ICICI Bank ltd increasing SVC helped in the competitive position of Bank by focusing on wealth creation. This is beginning and bank has to do a lot of work on the adoption of SVC as strategic decisive tools. First of all it must charge the mindset and educating managers about the shareholder value approach and its implementation.

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SHARE HOLDER VALUE ADDED: THE VALUE DRIVER

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Abstract

The progressive instinct to unfold the critical attributes of financial and economic information on the part of stakeholders is substantial owing to the growing complexities of corporate community. Fairly recently, there has been manifestation of different value drivers as measures of performance developed on economic concept of profit and have better informational contents over its traditional counterparts, mostly based on the accounting concept of profit. The purpose of this paper is to investigate the strength of the relationship between SVA and other traditional accounting measures relative to MVA. The data used in the present paper pertains to Bharat Petroleum Corporation Limited (BPCL), one of the major contributors to market index, CNX Nifty of National Stock Exchange. The data spans over a period of five years from 2002-2007 collected from the website of BPCL. The regression analysis was done for each of the five variables, one at a time, relative to the standardized MVA over the period under study. The present study revealed that SVA did not have the strongest correlation with market value. It is acknowledged that only one company was taken as the sample and it imposes a limitation on the conclusion. However, of the performance measures chosen for the study, the changes in ROCE explained the biggest percentage in standardized MVA, ROE comes second and standardized SVA third in linear regression analysis. On a practical note, the study has sufficed the importance of return on capital employed and return on equity. The output purports that caution is to be taken while relying only on value driver as the measure of choice for corporate performance.

1. Introduction

The progressive instinct to unfold the critical attributes of financial and economic information on the part of stakeholders is substantial owing to the growing complexities of corporate community. The aforesaid issue is getting furthered with perpetual prescription of different performance measures by industry and academia. However, it is still a polemic issue as to which of the measures explains the realistic value of corporate entities. There has been coveted effort by corporate professionals and academicians over the years to arrive at a consensus with respect to the explanatory and predictive power of different performance measures adopted in the process of financial decision making. Thus, the issue is a critical one for investors, bankers, financial institutions, fund managers and financial policy makers.

Fairly recently, there has been manifestation of different value drivers as measures of performance developed on economic concept of profit and have better informational contents over its traditional counterparts, mostly based on the accounting concept of profit. The present paper addresses the theoretical foundation and protocol of calculating Shareholders Value Added, the risk-adjusted value driver as well as its trade-off with traditional measures of corporate financial performance viz; return on assets, return on equity, earning per share, cash-flow from operation and market value added. The purpose of this paper is to investigate the strength of the relationship between SVA and other traditional accounting measures relative to MVA. The results are of interest to analysts because a way to identify the driver(s) of value with the strongest impact on MVA may be extremely helpful in developing financial strategies that can optimize value creation for shareholders.

The rest of the article is divided into the following sections: the review of the existing literature, the theoretical proposition of SVA and its calculation, data & methodology, analysis & interpretation and an epilogue.

2. Review of Literature

Stern (1993) argues that the key operating measure of corporate performance is not popular accounting measures such as earnings, earnings growth, dividends, dividend growth, ROE, or even cash flow, but in fact EVA. The changes in the market value of a selected group of companies (specifically their MVAs) have been shown to have a relatively low correlation with the above accounting measures. His research showed that the R^2 for the relationship between MVA and various independent variables ranged from 9% for turnover growth to 25% for ROE rates. By comparison, the r^2 for EVA relative to MVA was 50%.

Lehn and Makhija (1996) conducted a study to find out how well EVA and MVA relate to share price performance and to see whether chief executive officer (CEO) turnover (the number of new CEOs during a given period) is related to EVA and MVA. They selected 241 large US companies and gathered information about them for the four years 1987, 1988, 1992 and 1993. About two thirds of the companies operated in the manufacturing industry. Six performance measures were computed per company for each of the four years, namely three accounting rates of return (ROA, ROE and return on sales [ROS]), share returns (dividends and changes in share price), EVA and MVA. All six measures correlated positively with share returns. EVA correlated slightly better with the share returns than the other measures did. They have concluded that EVA and MVA are effective performance measures that contain information about the quality of strategic decisions and that serve as signals of strategic change.

O'Byrne (1996) used nine years of data (for the period from 1985 to 1993) for companies in the 1993 Stern Stewart Performance 1000 to test the explanatory power of capitalized EVA (which is EVA divided by the cost of capital), net operating profit after tax (NOPAT), and free cash flows (FCFs) relative to market value divided by IC. His initial findings showed that FCF explained 0% of the change in the market value divided by the capital ratio, while the R^2 was 33% for NOPAT and 31% for EVA. It looked as if NOPAT and EVA had almost the same explanatory power. Two adjustments were made to the original model of Stern and Stewart. The first adjustment allowed for the fact that the EVA multiples were bigger for companies with a positive EVA than the EVA multiples for companies with a negative EVA. The second adjustment allowed for different capital multiples for different capital sizes, in other words, a bigger multiple were used for companies with more invested capital. This adjusted model showed that EVA explained 31% of the variance in market values, compared to the 17% explained by NOPAT. After making a further adjustment, by analyzing the changes in the variables, changes in EVA explained 55% of the five-year changes in market value, compared to 33% explained by NOPAT. The corresponding figures for ten-year changes in market value were 74% explained by changes in EVA, compared to 63% explained by NOPAT. He concluded that EVA, unlike NOPAT or other earnings measures, is systematically linked to the market value and that EVA is a powerful tool for understanding the investor expectations that are built into a company's current share price.

Uyemura *et al.* (1996) used a sample of the 100 largest US banks for the ten-year period from 1986 to 1995 to calculate MVA and to test the correlation with EVA, as well as four other accounting measures, namely net income (amount), EPS, ROE and ROA. The analysis above clearly shows that EVA is the measure that correlates the best by far with shareholder wealth creation. In an alternative approach where changes in the performance measures were regressed against standardized MVA, the results were not very different. Standardized EVA (EVA divided by capital) again had an R^2 of 40%, while for ROA it was 25%, for ROE it was 21%, for net income it was 3% and for EPS it was 6%.

Kramer and Pushner (1997) then proceeded to run regressions of MVA for the same period and lagged levels of EVA and NOPAT. They found that in all cases NOPAT explained more of the total variation in market value than EVA did. When the regression above was expanded to incorporate changes in MVA and changes in EVA and NOPAT, it was found that changes in EVA were negatively related to changes in MVA, while the correlation between changes in MVA and changes in NOPAT was positive. These authors suggest that this means that the market is more likely to react favorably to profits than to EVA, at least in the short term. They found no clear evidence to support the general idea that EVA is the best internal measure of

shareholder value creation. In fact, from their studies it seems as if the market is more focused on profits than on EVA. They also suggest that compensation schemes must rather be tied to profits than to EVA.

Biddle *et al.* (1999) state that numerous claims have been made about EVA and MVA, most based on 'anecdotal evidence' or 'in-house studies'. They endeavored to present 'independent research' covering a sample of more than 600 companies for the period from 1984 to 1993. Their findings showed that current period accounting earnings (also called net income, or NI) is significantly more highly associated with market-adjusted annual share returns (an R^2 of 13%) than residual income (an R^2 of 7%) and EVA (an R^2 of 6%). The R^2 of cash flows from operations was an almost insignificant 3%. Their results show no evidence that EVA is superior to earnings in its association with share returns.

3.1. Shareholders Value Added

The theoretical contention of shareholders value added as a superior measure in comparison to traditional measures of performance is based on the grounds that it accounts for the full cost of capital including the cost of equity inculcating the element of market risk. It is a measure of pure economic profit and reflects the full cost of limited resources used by a company during a given period. SVA represents the economic profits generated by a business over and above the minimum return required by all suppliers of capital. 'Value' is added when the overall net economic cash flow of the business exceeds the economic cost of all the capital employed to produce the operating profit. Hence, shareholders value added facilitates the integration of financial statements of the economic entity (Profit & Loss a/c, Balance Sheet and Cash Flow Statement) into one meaningful measure which may have better informational contents over its traditional counterparts.

The SVA approach is a technique which recognizes that the providers of equity capital and debt capital need to be compensated for the bearing of the investment risk in economic enterprises. Historically, it has been apparent that debt financiers have been explicitly compensated while this has not been the norm for providers of equity capital. The use of SVA provides an insight into the investment performance of the business by explicitly identifying the opportunity cost of the investment, being the cost of capital and comparing it to the return generated from the business. Further, SVA adopts weighted average cost of capital (WACC) by inculcating risk and implicitly addresses the risk and shareholders expectations. Albeit, SVA is self-contained, it should not be used in a vacuum as the sole measure of value, rather it is an additional measure which can be used in the decision making process.

3.2. Calculation of SVA

Being based on the concept of economic profit, the calculation of shareholders value added needs adjustments to different components of traditional profit & loss a/c and balance sheet. The methodology may be expressed as follows

SVA = Net Operating Profit after Tax – Capital Charges

The first step in calculating SVA is to calculate net operating profit after tax; the second step is to calculate capital employed; the third step is to calculate the weighted average cost of capital; the fourth step is to calculate the capital charges; and the final step is to calculate shareholders value added.

NOPAT measures the operating performance after taking into consideration corporate tax, but before any financing costs associated with capital employed. Interest is totally excluded from NOPAT as it appears implicitly in the capital charge. Further, NOPAT requires adjustments for non-cash accounting entries such as provision for doubtful debts, provision for taxation, goodwill amortization, increase in other reserves etc.

The capital employed takes into consideration both debt capital and equity capital in the financing of the assets of the business. Capital employed is calculated by taking net fixed assets and net currents which equals to the net operating asset. The weighted average cost of capital being the required economic rate of return on asset, is calculated as follows

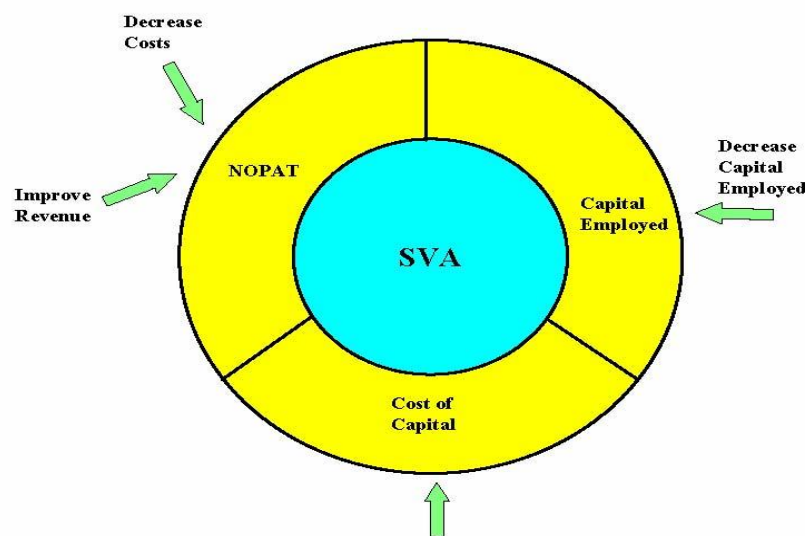
$$WACC = R_d(1 - t) * D/V + R_e * E/V$$

Cost of equity capital is calculated by using the Capital Asset Pricing Model approach inculcating the market risk and risk premium. Cost of debt is the post-tax weighted average of the cost of debt, which is

the sum of long-term debt and short-term debt, adjusted for the net effect of bank overdraft, cash and investment.

3.3. Drivers of SVA

In general, the link between SVA and business strategy focuses on three main areas such as improvement in operating conditions to maintain net operating profit after tax (NOPAT), investment in projects which provides a positive value and reducing capital which does not generate an economic profit. In consonance, the management must have an understanding of the variables that drive 'value' of the enterprise. Essentially, there are three ways of improving shareholders value such as by improving revenue and decreasing cost, ensuring that incremental investment generates at least the opportunity cost of capital and reducing non-productive assets. The aforesaid drivers are detailed in figure 3.3.1.



Invest when return is above or equal to cost of capital

Figure 3.3.1: SVA as a basis for Decision making

4. Data and Methodology

The data used in the present paper pertains to Bharat Petroleum Corporation Limited (BPCL), one of the major contributors to market index, CNX Nifty of National Stock Exchange. The data spans over a period of five years from 2002-2007 collected from the website of BPCL. The other ancillary data referred to in the present study have been collected from the official website of National Stock Exchange.

A standardized measure of external performance, MVA divided by the capital employed at the beginning of the period was used instead of MVA itself. The different other performance measures to be used for the regression analysis were the cash-flow from operation, the return on asset, the return on equity, the earning per share and the shareholders value added. The regression analysis was done for each of the five variables, one at a time, relative to the standardized MVA over the period under study.

5. Analysis & Interpretation

The linear regression analysis show that ROCE has the highest co-efficient of determination (R^2) with the market value. It explains 68% of changes in market value. On the other hand, the value driver explains only 45% of the changes in market value. Further, it is significant to note that the traditional measure, ROE correlated better with MVA than the value driver. ROE explained 47% of the fluctuation in market value compared to 45% with respect to SVA. It is interesting to note that EPS explained only 34% of the fluctuations in the market value though; it is one of the frequently referred to traditional measures of value in the investing community.

In order to further substantiate the findings, the third degree polynomial regression outputs were calculated. The third degree polynomial R^2 of ROE has the strongest correlation with MVA followed by

SVA ($R^2= 0.9974$), ROCE ($R^2= 0.9302$), EPS ($R^2= 0.8967$) and CF ($R^2= 0.5344$). In both the processes, the contemporary measure is either at par or inferior with regard to its informational contents over its traditional counterparts. The outputs of linear and third degree polynomial regression have been depicted in Figure 1-6 showing the coefficient of determination intercepts and slopes.

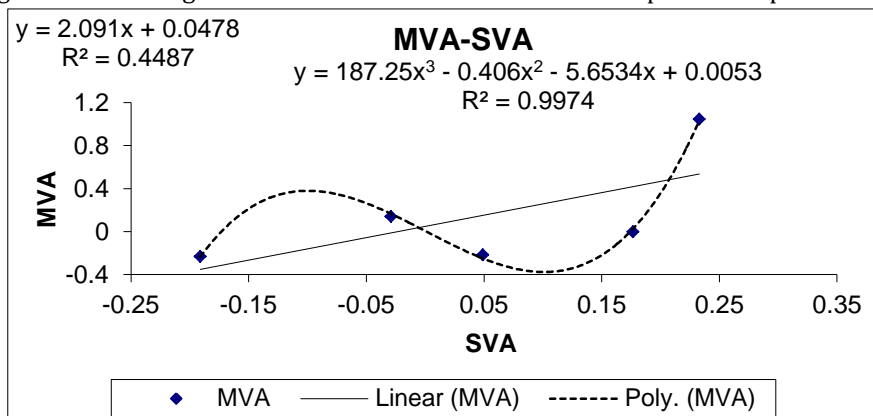


Figure 1: Co-efficient of Determination of standardized MVA and standardized SVA

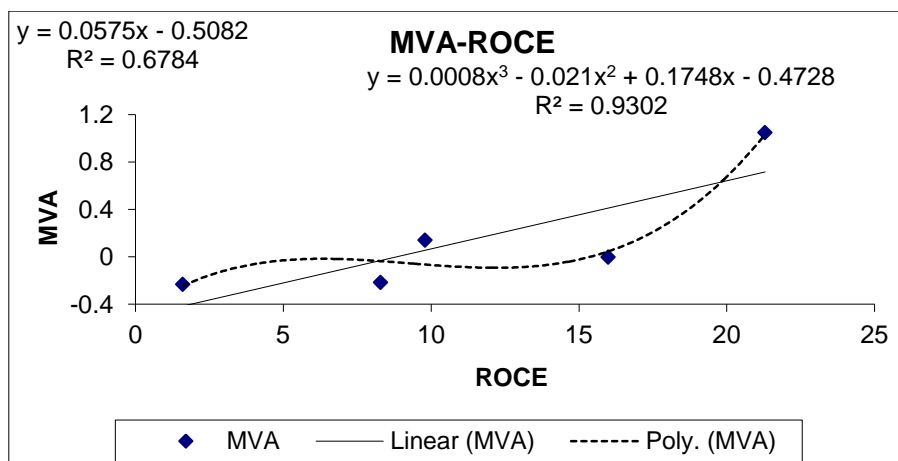


Figure 2: Co-efficient of Determination of standardized MVA and ROCE

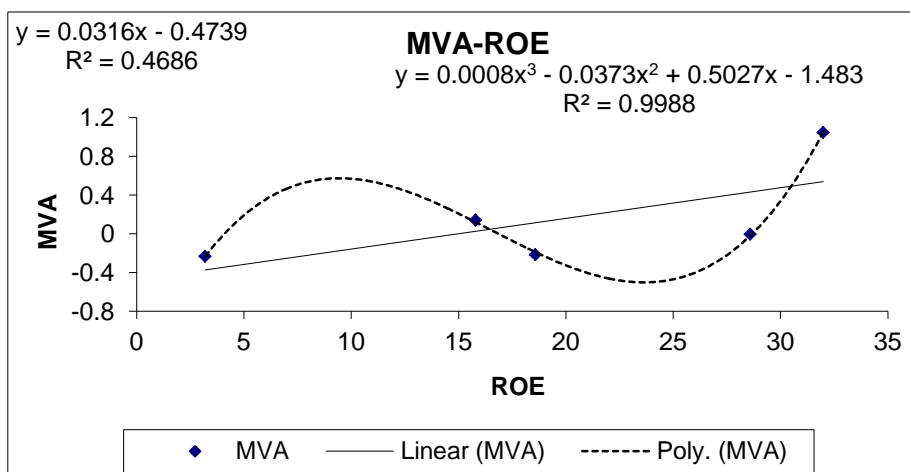


Figure 3: Co-efficient of Determination of standardized MVA and ROE

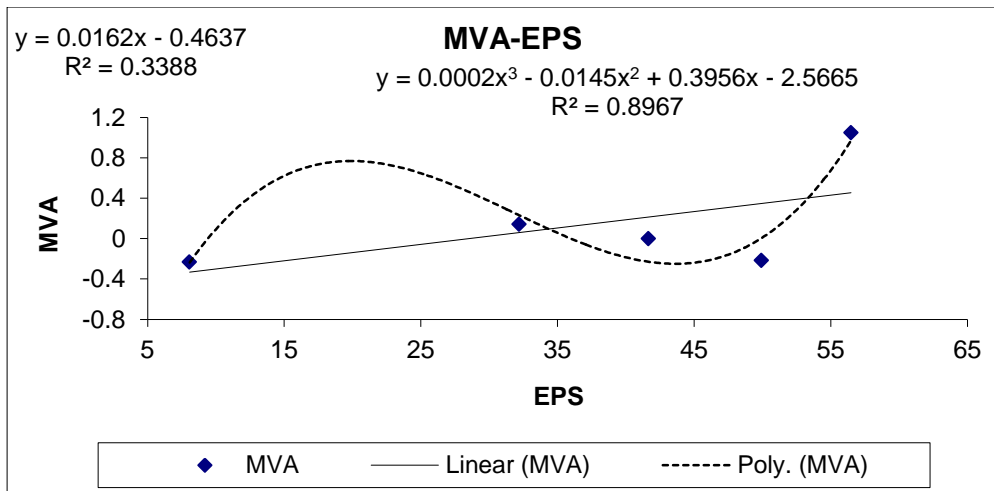


Figure 4: Co-efficient of Determination of standardized MVA and EPS

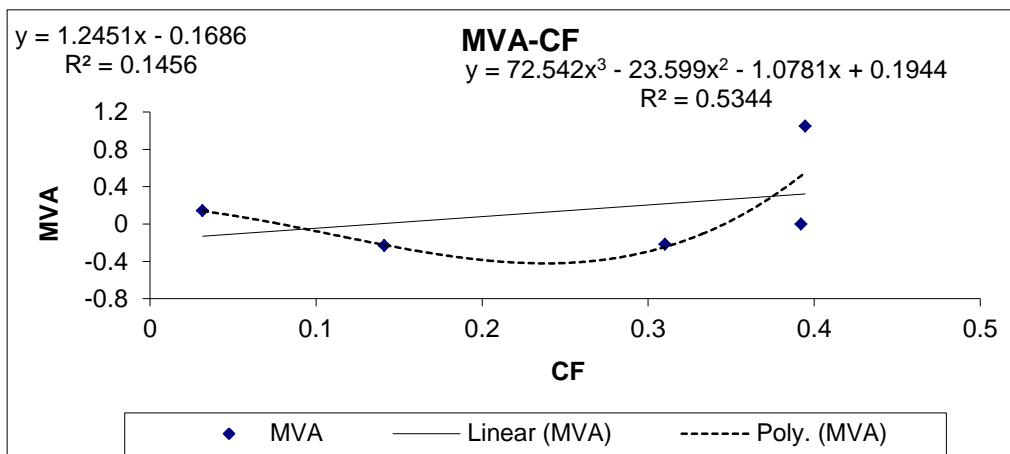


Figure 5: Co-efficient of Determination of standardized MVA and CF

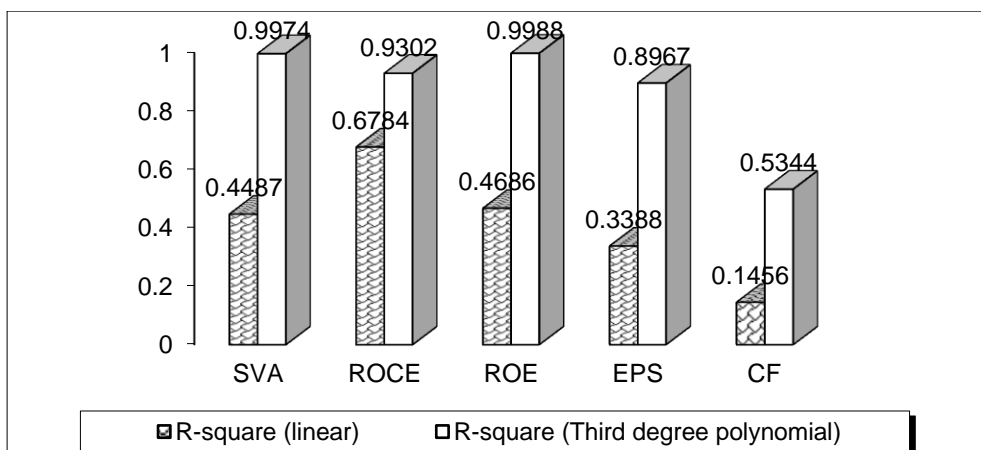


Figure6: Co-efficient of Determination of standardized MVA and other measures on linear & third degree polynomial regression

6. Epilogue

The empirical literature addressing the relationship between MVA and value driver has shown mixed response. Some studies established the fact that the value driver does indeed have greater ability to explain the market value where as some studies contradicted the earlier findings and put forward their claim that traditional measures are superior in explaining changes in market value.

The present study on Bharat Petroleum Corporation Limited for the period from 2003-03 to 2006-07 revealed that SVA did not have the strongest correlation with market value. It is acknowledged that only one company was taken as the sample and it imposes a limitation on the conclusion. However, of the performance measures chosen for the study, the changes in ROCE explained the biggest percentage in standardized MVA, ROE comes second and standardized SVA third in linear regression analysis. On a practical note, the study has sufficed the importance of return on capital employed and return on equity. The output purports that caution is to be taken while relying only on value driver as the measure of choice for corporate performance.

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MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE SCHEME: AN OVERVIEW IN SEVEN SISTERS

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Abstract

A plethora of programmes and schemes were implemented by the government of India to tackle the problem of poverty and unemployment. Various studies showed the weaknesses in these programmes such as low coverage, corruption, supply driven programmes etc. Taking the note of these defects the government came up with the modified version of these programmes which was given the name National Rural Employment Guarantee Scheme. The Mahatma Gandhi NREGA enacted in 2005 and implemented in 2006 is the most ambitious programme of the Government of India. The act by providing hundred days of guaranteed wage employment aims at improving the livelihood standards of rural poor. North East region though endowed with natural resources lagged behind in terms of development. Unemployment and poverty are very big problems of this region. With the objective of providing employment and eradicating poverty, MGNREGA was implemented in this region. The present research paper based secondary data aims at analysing the performance of MGNREGA in Seven Sisters of the north-east region.

Keywords : Employment programmes, participation of marginalised communities

Objectives:

- To know to what extent MGNREGA has been successful in fulfilling the demand for employment under the scheme
- To estimate the relative share of marginalised communities i.e. SC, ST and women
- To assess the average days of employment provided per household in seven sisters under the scheme
- To know the number of households provided hundred days of employment

Introduction:

The eastern most part of India is known as north-east India. It comprises of eight states namely Sikkim, Arunachal Pradesh, Assam, Tripura, Meghalaya, Nagaland, Mizoram, and Manipur. Excluding Sikkim, the rest of the seven states are known as Seven Sisters. The region of north-eastern states is surrounded by Tibet in the north, Nepal, Bhutan and Bangladesh in the west and Myanmar in the east. It is connected to mainland India by Silguri corridor of West Bengal. The total area of this region is 2,62,230 square km which is about 8% of country's total area. 70% of the region is hilly. The North East region is well endowed with natural resources, like oil and gas, agro horticultural resources, mineral deposits, immense hydroelectric potential and significant forest resources. However, despite the abundance of resources, the region has lagged behind many Indian States in vital development indicators. (FICCI).



Source: Google images

The following table shows the details of North-east states of the country.

State	Area (sq. km.)	Population	Literacy Rate	SC	ST	Sex Ratio	Density
Arunachal Pradesh	83,743	1382611	65.3	0	68.8	938	17
Assam	78,438	31169272	72	7.15	12.4	958	397
Manipur	22327	2721756	79.2	3.8	35.1	992	122
Meghalaya	22429	2964007	74.4	0.6	86.1	989	132
Mizoram	21081	1091014	91.3	0.1	94.4	976	52
Nagaland	16579	1980602	79.5	0	86.5	931	119
Sikkim	7096	607688	81.4	4.6	33.8	890	86
Tripura	10468	3671032	87.2	17.8	31.8	960	350
Total	262179	45587982	74.4			956	149

Source: Census 2011, RGI.

Review of Literature:

The study of Institute of Rural Management Anand in Sikkim (2010) found that people spent their MGNREGA earnings for getting better food, education and health facilities.

In the financial year 2011-12 the highest women participation of 93% was recorded in Kerala followed by Tamil Nadu (74%) and Rajasthan (69%). Four states out of seven sisters namely Mizoram, Nagaland, Arunachal Pradesh and Assam could not provide even 33% of employment to women. (MGNREGA Sameeksha, 2006-2012)

Earlier the participation of women in governance was not much but after the implementation of MGNREGA women are taking part in Gram Sabha and their status also has improved in the society. Now women are the earning members in the family and because of this they are taking decision in the family. (Kabita Borah, RimjhimBordoloi, 2014)

MGNREGA has increased the employment level, income level in the rural areas which in turn has improved the standard of living of people. Farmers also have benefitted by MGNREGA, the earnings from the scheme have been used to buy better seeds and fertilisers. But still the problems like corruption, irregular availability of work, delays in payments etc. make NREGA less successful than the desired level. (Navneet Seth, 2015).

MGNREGA in North-east India:

The north eastern region of India is highly endowed with natural resources but then also it has lagged behind other states of the country. In Manipur, Arunachal Pradesh and Assam more than 30% of people live below poverty line. In Mizoram, Nagaland and Tripura also high poverty ration was found in 2011 according to National Institute of Rural Development. The reasons of high poverty and unemployment in the region are poor industrial base, lack of infrastructure, significant dependence on public sector employment, political insurgency and violence and gross negligence by the centre and respective state government towards overall development. (ParthaSahu, 2012). To address the issue of poverty and unemployment the Government of India created Department of Development of North Eastern Region and in 2004 the Government created separate Ministry for the development of this region called Ministry of Development of North Eastern Region. Implementation of MGNREGA was also one of the steps of the government to tackle poverty and unemployment.

State	Number of districts			Total
	First phase	Second phase	Third phase	

Arunachal Pradesh	1	2	13	16
Assam	7	6	14	27
Manipur	1	3	6	10
Meghalaya	2	3	2	7
Mizoram	2	2	4	8
Nagaland	1	4	6	11
Sikkim	1	2	1	4
Tripura	1	2	1	4
Total	16	24	47	87

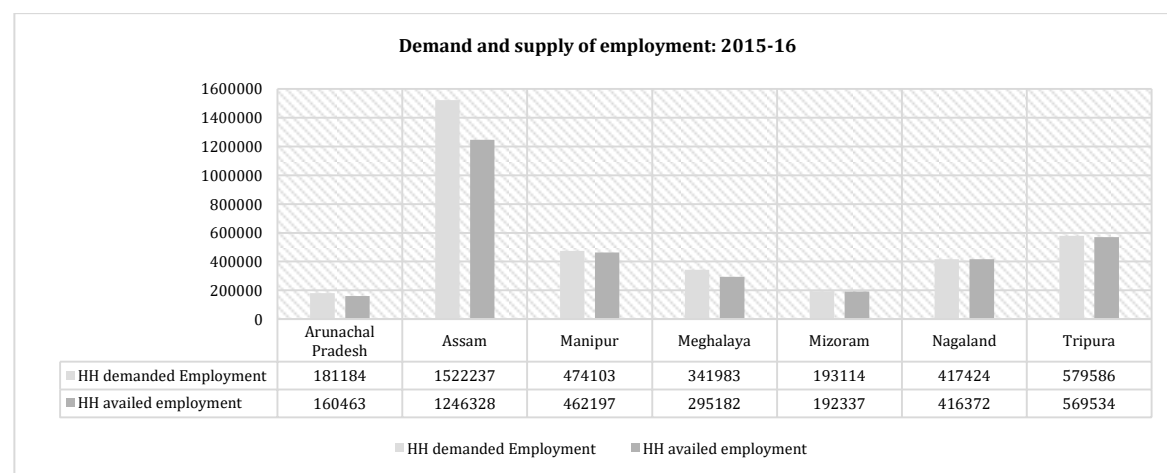
Source: www.mgnrega.nic.in

In the first phase total 16 districts, in second phase more 24 districts were brought under the scheme and in the third phase MGNREGA was implemented in 47 more districts of north-eastern states.

Demand and Supply of Employment: 2015-16

State	HH demanded Employment	HH availed employment	% of HH provided employment
Arunachal Pradesh	181184	160463	88.56
Assam	1522237	1246328	81.87
Manipur	474103	462197	97.48
Meghalaya	341983	295182	86.31
Mizoram	193114	192337	99.59
Nagaland	417424	416372	99.74
Tripura	579586	569534	98.26
Total	3709631	3342413	90.10
National average	38948542	32613256	83.73

Source: www.mgnrega.nic.in



Source: prepared by author using data from mgnrega website

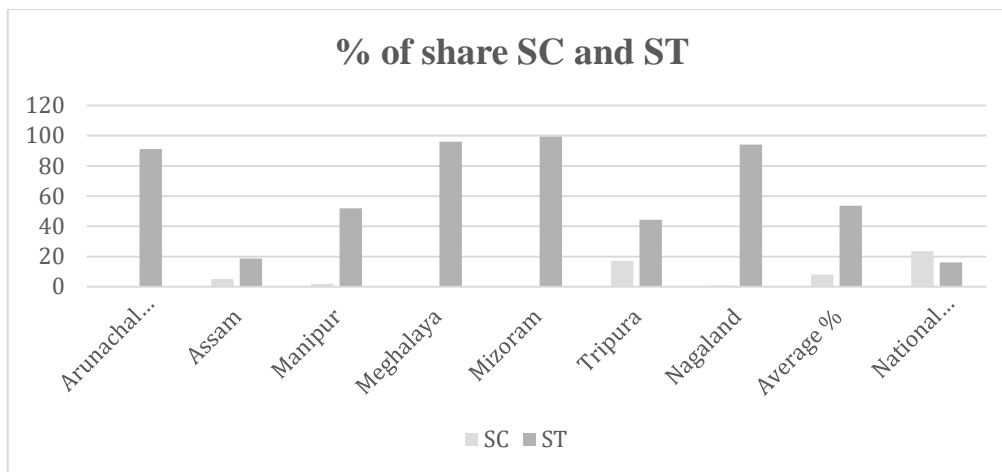
Unemployment is one of the biggest problems in Assam and therefore the highest demand for and supply of employment under MGNREGA come from Assam, i.e. more than 40% of demand for employment under the scheme came from Assam in the north-eastern region. While in Arunachal Pradesh least demand and supply of the same was observed in 2015-16. In this region more than 90% of the HH were provided employment while the national average was 83.73%. Except Assam, all the states provided more employment than the national average (in % terms).

Participation of marginalised groups (in % share): 2015-16

State	SC	ST	Women
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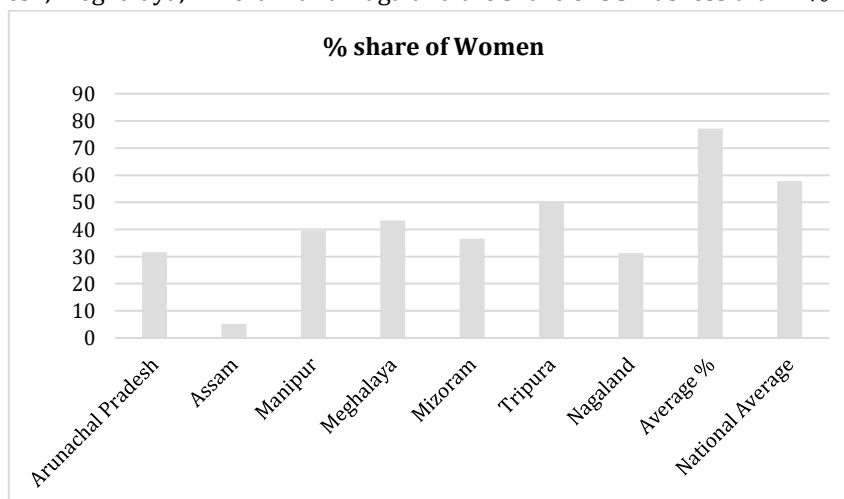
Arunachal Pradesh	0.02	91.21	31.61
Assam	5.14	18.63	5.14
Manipur	2	52	39.57
Meghalaya	0.48	96	43.28
Mizoram	0.02	99.41	36.59
Tripura	17.16	44.43	50.41
Nagaland	0.84	94.12	31.31
Average % of NE	8.12	53.71	41
National Average	23.65	16.24	57.86

Source: www.mgnrega.nic.in



Source: prepared by author using data from mgnrega website

This region is tribal dominated and therefore the data reveals that majority of the work under the scheme was provided to ST HHs. In Arunachal Pradesh, Mizoram, Meghalaya and Nagaland the share of ST was more than 90% in 2015-16. Except Assam, in all the states of the seven sisters the % share of ST was found to be much higher than the national average during the reference period (2015-16). The average % share SC in these states was as low as 8.12% in 2015-16 which was quite below the national average. In Arunachal Pradesh, Meghalaya, Mizoram and Nagaland the share of SC was less than 1%.



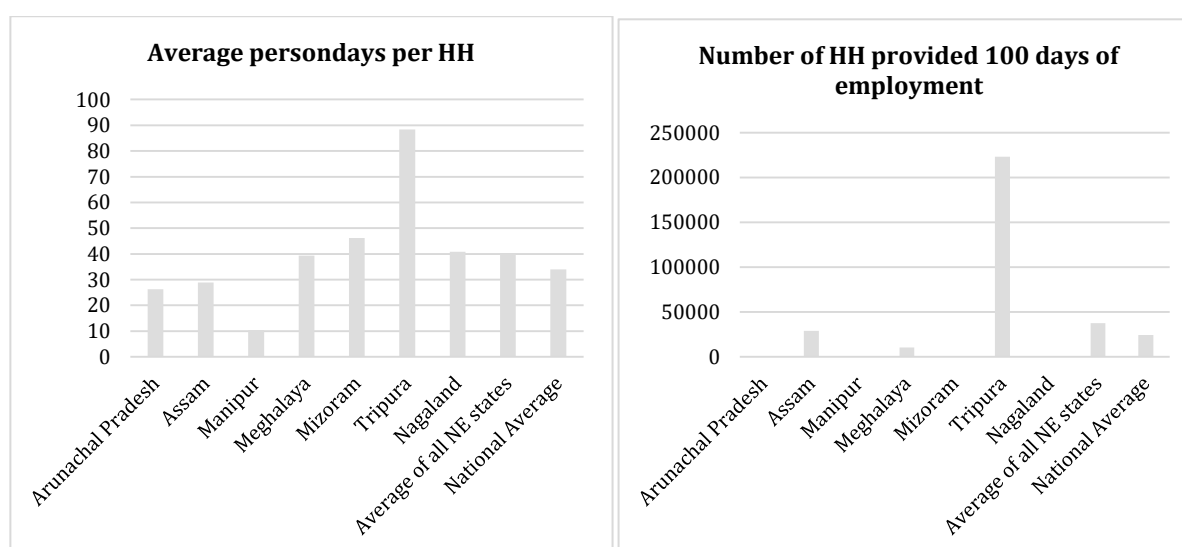
Source: prepared by author using data from mgnrega website

The percentage share of women in MGNREGA at national level in 2015-16 was recorded at around 58% which was significantly higher than the average of that of north-east states. The highest women participation of 50.41% was observed in Tripura while the lowest was in Assam (5.14%).

Average persondays per HH, 2015-16

State	Average persondays per HH	Number of HH provided 100 days of employment	% of HH provided 100 days of work
Arunachal Pradesh	26.32	639	0.40
Assam	28.84	29012	2.32
Manipur	10.33	0	0
Meghalaya	39.31	10626	3.60
Mizoram	46.21	0	0
Tripura	88.32	223262	39.20
Nagaland	40.77	3	0.0007
Average of all NE states	40	37648.86	1.12
National Average	34	24412.67	0.074

Source: www.mgnrega.nic.in



Source: prepared by author using data from mgnrega website

At the national level the average persondays of employment per HH under the scheme in 2015-16 was 34 persondays which was lower than the NE average. The states with less average persondays per HH than the national average included Arunachal Pradesh, Assam and Manipur (lowest among all the NE states). The highest average persondays per HH was registered in Tripura (88.32 persondays).

In north-eastern region on an average 37648.86 HH were provided 100 days of employment which was higher than the national average. Tripura with 223262 HH provided 100 days of work under the scheme was much higher than the NE average and national average for reference period. Apart from Tripura, Assam was the only state to provide more 100 days of employment to HH than the national average. In Manipur and Mizoram no HH was provided 100 days of employment in 2015-16 under the scheme.

Conclusion:

North-eastern states cover Indian’s 8% of land area. The region is highly endowed with natural resources. Asia’s first petroleum oil well was drilled in Assam which fulfils 25% of India’s need of petroleum. 70% of area of this region is hilly. The region is mainly dependent on agriculture sector. Though the availability of natural resources is high, the region has lagged behind in terms of development. MGNREGA has become one of the major sources of employment in this region. In all the states more 80% of the people who demanded employment were provided employment. Being the tribal dominated region, the share of ST was very high while that of SC was found to be much low. Only in Tripura more than 50% of women employment was recorded. Lowest women employment was registered in Assam with only 5% of women share in total employment under the scheme in 2015-16. In percentage terms, NE performed better as far

as HH provided 100 days of employment is concerned. But in Manipur and Mizoram no HH was provided 100 days of employment.

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GST AND ECOMMERCE

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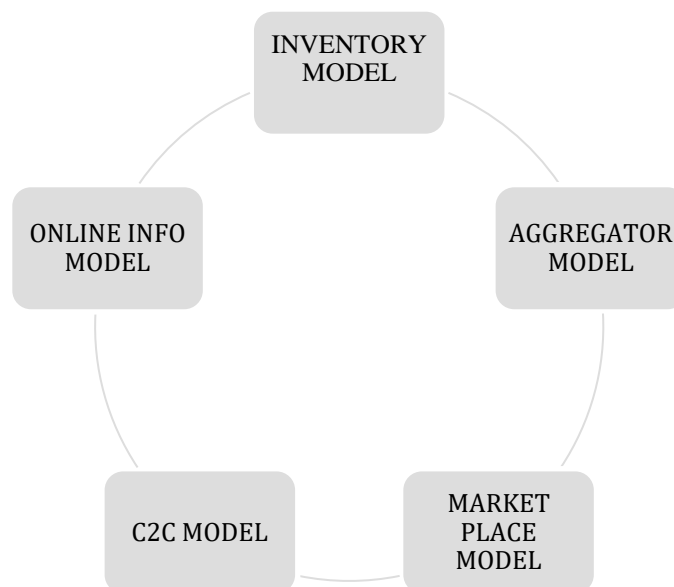
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Abstract

The purpose of this paper to define how GST will be implemented in E-commerce market who has to pay the tax and on which income the tax is to be paid, what is the definitions of different terms in GST Act. The GST bill is finally passed in both the houses and is ready to be in force from 1st April, 2017 by our finance minister Shri Arun Jaitley, but it may be in force from 1st September, 2017 because of some issues in its application. One of major thing in GST is how E-commerce business can be put under GST Act. This paper deals with different models of GST and GST model law for E-commerce especially. It covers certain definitions of E-commerce business activities. Government collects taxes CST which is in force and soon it will be replaced by GST.

MODELS OF E-COMMERCE

There are different model of E-commerce let us understand each one of them



➤ **INVENTORY MODEL:**

In this model owner of goods sells the goods in the E-commerce platform. As per inventory model the goods are sold by seller of goods directly to the consumer on online platform

➤ **AGGREGTOR MODEL:**

In this model the service provider sells his services to the consumer for example: OLA cabs- it sells the service to the consumer who wants a cab under his brand name

➤ **MARKET PLACE MODEL:**

In this model seller is given a place online to sells his goods this place is known as market place for example: NAPTOL, FLIPKART, AMAZON they provide place to the seller to meet the demands of buyer\

➤ **C2C MODEL:**

In this model the consumer sells the goods to other consumer online for example: OLX, QUICKR they sells the used goods to other consumer, here one consumer sells the goods to other consumer

➤ **ONLINE INFO MODEL:**

In this model the service provider gives the information about the seller regarding the goods or services that he provides for example; SHAADI.COM it provides the details info to person who wants to marry the other person on particular charge

CURRENT APPLICABLES TAXES

Now let us understand the applicable taxes as per existing laws on E-commerce

➤ **VALUE ADDED TAX OR CENTRAL SALES TAX:**

VAT or CST is paid for the goods sold by seller to buyer on the goods and it is to be paid by the vendor of goods for example if any goods are sold on FLIPKART the tax is to be paid by seller not flipkart

➤ **ENTRY TAX OR OCTROI;**

It is also paid by the vendor of goods that is the seller of goods for selling the goods from one state to other and is paid by seller not the ecommerce operator

➤ **SERVICE TAX**

It is to be paid by vendor of service provider on the total value of services provided to the consumer other than the aggregator

EXISTING ISSUES IN TAX STRUCTURE FOR E-COMMERCE

Now let us understand the existing issues in tax structure for E-commerce

Defective tax structure resulting in cascading effect

Additional entry tax on online purchase of goods

Ambiguity about the responsibility of vendor and Ecommerce provider

GST MODEL LAW

SECTION 43B (d) of GST defines the following

➤ **E-commerce:**

Means the supply of goods or services or data or funds over an electronic network primarily internet using Email or instant messaging or shopping carts or web services to UDDI or FTP or EDI. It is immaterial whether or not the payment is conducted online

➤ **E-commerce operator:**

Shall include every person who directly or indirectly owns or operates or manages an electronic platform that is engaged in facilitating the supply of any goods or services or in providing any information or any other services incidental to or in connection therewith but shall not include persons engaged in supply of such goods an services on their own behalf

SECTION 43 B (a) of GST defines the following

➤ **Aggregator:**

A person who owns and manages an electronic platform and by means of application and communication device enables potential customer to connect with persons providing services of particular kind under brand name or trade name of said aggregator

DISTINCTION BETWEEN ECOMMECE OPERATOR AND AGGREGATOR

ECOMMECE OPERATOR	AGGREGATOR
➤ Directly or indirectly owns or operates or manages platform	➤ It owns and manages electronic platform
➤ It provides the goods and or services	➤ It provides only services
➤ It provides services by service providers not under his own brand	➤ It is service providers and supply services to customer, under brand name of aggregator
➤ Tax collection at source (TCS) is applicable	➤ Tax collection at source is applicable

SECTION 43 C of GST defines Tax collection at source in the following manner

At the time of credit or time of payment whichever is earlier the Ecommerce operator collects the amount at rates as may be notified and the amount of TCS to be paid by operator within ten days from the end of the month. It has to furnish electronically a statement of TCS within 10 days and its data is matched by supplier.

A notice for information by joint commissioner to ecommerce operator to issue data regarding supplies of goods and or services effected through such operator during any period or stock of goods held by suppliers making supplies through such operator in the godowns or warehouses

REGISTRATION:

Every person who is liable to be registered under schedule 3 whose aggregate turnover in a financial year exceeds 9 lakhs. However for ecommerce operator there is an exception to this law irrespective to above threshold limits even if there is sale of any amount his registration is compulsory for the seller selling goods on electronic platform.

CONCLUSION

Thus GST will be taxed in E-commerce for seller and E-commerce operator as well based on the above law and section of GST act.



RURAL NON-FARM EMPLOYMENT AND URBANISATION IN INDIA AND GUJARAT

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“Manu Shah’s 12-year-old son asked him, “whether we live in a village or a city?” After pondering Manubhai had to say neither. This is the plight of 2.51 lakh residents of Census towns in Gujarat who are tangled in the same dilemma every time they have to print their visiting cards: what address should they give?”

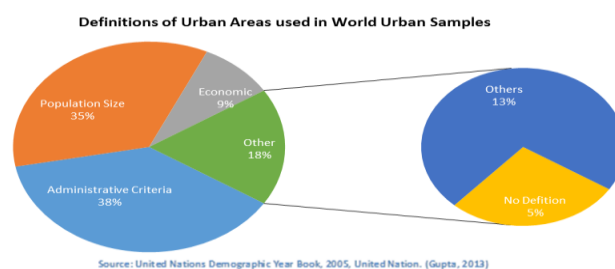
“Unless there is a fundamental shift in the mindset away from one which separates the rural from the urban, Indian planning cannot address the challenges of urbanization in our present stage of development” (Ahluwalia, 2012).

Abstract

This study seeks to explore rural transformation and traces the pattern of changes in agriculture impacting labour absorption and transformation of villages into census towns (CT). In this paper, we have discussed fundamental theories of transition of a rural place to urban. Simultaneously, changing absorption of labour from agriculture sector to non-agriculture. There is also an evidence of the existence of strong backward and forward linkages that motivated increase in the level of RNFE and thereby urbanisation. The above had a positive bearing on the per capita income of the communities. Furthermore, the basic infrastructural facilities and amenities like roads, connectivity with highway, existence of banks, educational facilities and other infrastructural facilities contributed significantly to the higher level of economic growth.

World Scenario

Many different definitions of ‘rural’ are used in the collection of census and survey information, it is difficult to make comparisons across countries. In Mali and Zimbabwe an area with less than 3000 and 2500 inhabitants, respectively, is designated as rural. In Mauritania, settlements with fewer than 10,000 populations are designated as rural (Haggblade et al., 1989). In Chile places, which have urban characteristics such as certain Public and Municipal Services are considered urban. In Panama, southern most country in Central America, a place which has localities of 1500 or more inhabitants and also has essential urban characteristics, such as streets, water supply systems, sewerage systems and electric light. Lithuania’s definition of urban is very much close to that of India, population areas with closely built permanent dwellings and with the resident population of more than 3,000 of which 2/3 of employees work in an industry, social infrastructure and business. Urban definition of India is very broad-based and closely reflects levels of development (J.O.Lanjouw, P.Lanjouw,2000) (Gupta,2013) (United Nations Demographic Year Book, 2005).



The pie chart below represents the criteria of defining urban. Thirty-eight per cent of the world defines urban through administrative criteria, 35% considers a rural area as urban on the basis of population.

Evidences from Developing Countries

The recent years have witnessed an unprecedented growth in the scale and pace of urbanization the world over. It is a major change taking place globally and in India too. The urban global tipping point was reached in 2007 when for the first time in history over half of the world population i.e. 33 billion people were living in urban areas. According to estimates by United Nation within the next five years, more than half of the world population will be living in the urban areas. Interestingly Asia alone is expected to have about 2.7 billion urbanities accounting for over 50 per cent of its total population (Sharma, 2014)

Driven by economic growth and industrialization, the urban population today is growing two to three times faster than the rural population; a greater part of it being in developed world. Rural-urban migration coupled with natural population growth in cities account for this rapid demographic transition (Duijsens, 2010). However, according to (Bhagat, 2011), states that the increase in urban population is also due to rural-urban classification rather than rural to urban migration.

World Urbanisation Pattern

Region	Level of Urbanisation (% to total)			Rate of Urbanisation (2005-30)
	1950	2000	2030	
Africa	14.7	36.2	50.7	1.12
Asia	16.8	37.1	54.1	1.23
Latin America	42	75.4	84.3	0.34
Oceania	62	70.5	73.8	0.17
North America	63.9	79.1	86.7	0.29
Europe	50.5	71.7	78.3	0.33
World	29	46.7	59.9	0.83

Source: United Nations, 2006

The census data classifies individual settlements as urban on the basis of size of population and local administrative boundaries. Basant and Kumar (1994) adopted the definition of rural areas as a residual category referring to non-urban areas. The term ‘rural’ should be seen as a metaphor to and much beyond just a geographical space. The boundaries between rural and urban are getting indefinite as there is greater interaction between the two. Over time various places are classified as urban areas and some former towns are declassified also. The boundaries of cities also change to encompass surrounding rural areas. Thus, the reason of merging boundaries is better interconnectivity through road/rail transportation and infrastructure networks. Rural India is not homogenous as the villages vary in sizes, population is divided by castes and religions, and skewed distribution of land and assets, and a large gender divides all leads to varying impacts of apparently growing prosperity of rural India. In general, a rural area is a geographic area that is located outside cities and towns. The National Sample Survey Organisation (NSSO) defines ‘rural’ as follows:

- An area with a population density of up to 400 per square kilometer (1000 per square mile),
- Villages with clear surveyed boundaries but no municipal board,
- A minimum of 75% of male working population involved in agriculture and allied activities.

In India, a village is transformed into a town by satisfying 3 criteria's

- 1) Size (Population of 5000 or more)
 - 2) Density (at least 400 per sq. kms (1000 per square mile)
 - 3) Nature of work (At least 75% of the male workers should be engaged in non-agricultural work)
- (Sivaramakrishnan, et al., 2005)

Typically, the distinction between rural and urban is based on the place of residence of workers, so those who commute to a job in a nearby urban center are considered to be rural. If the settlement satisfies the demographic and economic criteria the census recognizes it as a ‘Census Town’. Urban areas are designated based on four criteria's. first three are as mentioned above and when in such areas are

designated as Municipality/Nagar Panchayat Municipal Corporation, outgrowth, area notified area documented by the government, the town is recognized as 'statutory' urban area. Other important concomitant of urbanization in India is that villages located outside the boundaries of cities get included in it over time as part of the urban agglomerations.

Pattern of Urbanisation

According to 2011 census, urbanization in India has increased in a remarkable way as share of urban population which stood at 10.83% in 1901 has increased to 31.16 per cent in 2011, roughly 377 million people are living in cities. The 2011 census data shows that out of a total population of 1210.2 million about 377.2 million (31.3 per cent) of the population lives in the urban area. The census decade 2001-2011 registered an annual addition of approximately 10 million persons to its urban population, 21st century is set to become India's urban century with more people living in cities and towns than in the country side (rural areas). Increase of 91 million persons in urban areas stands in excess to expect by urban experts (Sen, 2014).

History shows that economic development and urbanization are intimately associated and that the economic development process involves growth in urbanization. This may include occupational pattern, agglomeration economies and employment generation (Gupta, 2013).

This increase in urban population can be decomposed into three major components of urbanisation: natural increase in urban areas, reclassification of rural areas as urban and net migration from rural to urban areas (Goldman Sachs, 2007) (Sen, 2014) (Bhagat, 2011). Also, for the first time since independence, the absolute increase in the urban population was higher by nearly half a million than that in the rural population (Bhagat, 2011).

Datta (2006) adds, 'urbanization is an index of transformation from traditional rural economies to a modern industrial one'. We have hypothesized that rural non-farm employment is a prerequisite for enhanced urbanization as the rural population has opportunity to diversify to secondary and tertiary sector (Jayaraj, 1994). The linkages between agricultural prosperity, commercialization and urbanization (proximity to the town) on one hand and the growth of rural non-agricultural employment in census town on the other hand are quite complex. At micro level, village size, nature of the nearby township, land productivity and access to land become crucial to these linkages. In large villages or census towns the linkage between the growth of the rural non-agricultural sector which is linked to agricultural prosperity and commercialization is likely to be more significant (R. Basant and H. Joshi, 1994).

Some of the positive impacts of urbanization on the rural non-farm sector is the proximity of urban areas provide growing opportunity for RNFE. The spread effect of infrastructure in urban areas will lead to RNFE. The proximity of rural hinterland and urban areas when combined with robust linkages of urban economy will have an impact on the economies of the rural areas. In this situation, rural areas become part of urban centres. In other words, as the non-farm sector grows much faster due to influence of the urban economy, the rural area develops into an urban unit (Jayaraj D. , 1994). Whereas, Basant and Kumar (1994) suggest that the increase in urban areas are likely to lead to an apparent decrease in the magnitude of rural non-agricultural activities.

Defining the Rural Non-Farm Sector

The rural non-farm "sector" includes all economic activities except agriculture, livestock, fishing, horticulture and hunting (Lanjouw and Lanjouw, 2001). Since it is defined negatively, as non-agriculture, it is a heterogeneous and not a homogeneous sector. Thus, the category of enterprises and individual workers in the non-farm sector needs to be distinguished. (Mukhopadhyaya & Lim, 1985). Within the non-farm sector, we have three different sources of employment and earnings: non-farm self-employment, regular employment and casual employment. Broadly, Non-farm includes activities related mining and quarrying, manufacturing, utilities, construction, trade, hosteling, transport and communication, community, social and personal service.

Regular employment includes service in the formal sector and also included regular employment in the informal sector like working in shops on regular and permanent basis.

Casual employment included various kinds of jobs some of which lasted for fortnight to six months a year.

Manufacturing and construction activities are one of the most important and consistent components when discussing the non-farm sector (Papola T. S., 1992). In post reform period employment increased in secondary and tertiary sector by 3.5% and 3% respectively. Construction and transportation has seen acceleration in rate of employment growth particularly in rural areas. Trade, transport and financial services also saw acceleration. However, in the post reform employment in agriculture did not increase (Papola T. S., 2012). The other important sectors in terms of employment shares were found to include retail trade, personal services, construction, road transport and textiles (Bhowmick, 2012).

Estimates of labour force are more likely to be underestimated the extent of non-farm employment as these estimates generally provide a classification of workers according to their principal sector of employment as it is often a secondary source of income on a part-time or seasonal basis in rural areas (Basant & Kumar, 1994).²

Rural Non-Farm Sector is a heterogeneous entity consequently there are two types of non-farm activities which also distinguish them in two different groups of occupation: first low labour productivity activities serving as a residual source of employment and high labour productivity activities (Lanjouw and Lanjouw, 2001). Therefore, the income earned by these workers also differs. Income obtained through remittances from household member migrated to other cities states or countries contribute to rural income.

Inter sectoral linkages and determinants of Rural Non-Farm Employment

“One of the crucial problems of modern economic growth is how to extract from the product of agriculture a surplus for the financing of capital formation necessary for industrial growth without at the same time blighting the growth of agriculture.” (Kuznet, 1964)

In the traditional development theory like in Lewis Model, economic development is a process where labour is transferred from agriculture to the modern sector or urban industries; urban industries are considered as the main engine of economic development. This has been the dominant development strategy in most developing countries, particularly in Asia, during 1950s.

Theories on Rural Non-Farm Employment

The relationship between agriculture and rural non-agricultural activities is perhaps the most important in understanding the rural urban category of non-agricultural activities. The linkages between agriculture and industry have always been a subject of economic theorising, especially the issue of resource transfer across sectors and its role in economic development.

Broadly five kinds of linkages between agricultural and non-agricultural sectors:

- 1) **Capital Flows:** Agriculturalists sometimes invest their surpluses in non-agricultural activities relating to processing and trade. According to Basant and Joshi, the evidence of the same can be seen in agriculturally developed villages of Kheda district in Gujarat.
- 2) **Labour Flows:** A section of rural workers seeks non-agricultural work when employment is not available in the agricultural sector. It is primarily the casual workers who shift from agricultural workers to non-agricultural activities during slack agricultural seasons. In Gujarat, the employment structure of the self-employed in agriculture were as high as these experienced by casual workers (Basant and Kumar 1990).
- 3) **Production Linkages:** Hirschman (1958) emphasized on production linkages between sectors. Some enterprises (both in trade and manufacturing) supply inputs required by farmers. The type and magnitude of such backward linkages depend on agricultural technology, size of holdings, and type of crop and whether the cropped area is irrigated or rain fed. The potential for production linkages lies in the new technology which requires a variety of biochemical and mechanical inputs. Production linkages are of two types namely backward and forward linkages.
- 4) **Forward and backward linkages:** A sector is linked with others which supply input to it and also those which use its output as their own input (Mathur & Chand, 1998). Among forward and backward linkages, agro-processing is perhaps the most important. The distribution of local agricultural

² Multiple jobs in discussed in the next section
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produce is determined by the share of output marketed. Consequently, the cropping pattern and the extent of commercialization determine the nature and magnitude of these linkages.

- 5) **Consumption Linkages:** As per capita farm income rises, the demand for local services, housing and durables and other non-food items typically increases faster than the demand for food grains. The share of consumption expenditure on non-food items increased as we move from low to high expenditure groups.

The range of options for diversification under differing conditions			
		Attractiveness of economic opportunities in non-farm activities	
		Strong pull: Vibrant agriculture and Good links with growing cities	Weak pull: Low to moderate growth of agriculture, cities relatively remote and costly to reach
Need to find some other livelihood	Strong push: stagnant farming, smaller farm sizes and growing population	Out-migration by educated persons for urban white-collar jobs and by the less educated to find jobs in construction, factories and the urban informal sector. Some migration, especially of educated youth Jobs in agro-processing, rural services and recreation, etc., allow people to work full- or part-time off the farm. Those unable to migrate take up poorly rewarded local jobs such as cutting firewood. Some jobs in construction as remittances from migrants are spent on improved housing	Some out-migration, but the prospects for those with little education and few skills are limited and they may have to take up badly-paid or hazardous work. Widespread resort to poorly rewarded crafts or carrying out local services for low returns —firewood, laundry and cooking snacks.
	Weak push: Agriculture (forestry, fishing) offers a reasonable livelihood	Jobs in agro-processing, rural services and recreation, etc., allow people to work full- or part time off the farm. Some migration, especially of educated youth Commuting to nearby towns possible jobs in rural factories linked to urban industries	Most off-farm work responds to seasonality, spreading risk and overcoming failures in markets for finance and land. Widespread engagement in a range of low-paid activities to generate some earnings, but for limited periods.
Source: Steve Wiggins & Peter Hazell (2008) Access to rural non-farm employment and enterprise development			

Non-Farm Employment and Urbanisation

Urbanisation influences rural non-farm employment through two factors:

‘Supply side’: Providing location and productive support to off farm rural employment. In some cases, non-farm employees counted in the rural areas may physically commute to workplaces in nearby towns. The share of small towns in district urban population acts favourably upon the magnitude and share of rural non-farm employment, suggesting at least rural-urban complementarity. The difference between rural and urban gets distorted as people commute on daily basis from rural to urban areas in search of non-farm jobs and vice a versa though in relatively scarce cases. In 2009-10, a total number of 8.05 million workers not engaged in agriculture commuted from rural to urban areas for work, while 4.37 million workers not engaged in agriculture commuted from urban to rural areas for work. Thus, a total of 12.42 million non-agricultural workers commuted across the rural-urban boundary (NSSO, 2011), in

some direction, for work making the two-way traffic between the city and village influence each other. Thus, it shows strong relation between rural and urban areas due to non-farm employment. Urbanization and RNFE are interlinked to an extent which makes it difficult for us to decompose the effect.

'Demand side' i.e. the demand for the products produced by non-farm activities. It will depend upon the nature of the urban place hierarchy and the extent of the spatial integration of markets, small towns or large cities may provide either marketing opportunities or price/product competition for rural non-agricultural 'exports'

1. Over time, several semi-rural urban localities are classified as towns although a few former towns get declassified. Also, the boundaries of cities are periodically extended to include the surrounding 'rural areas' and are called urban agglomeration. Such expansion of urban areas is likely to lead to an apparent decrease in the magnitude of rural non-agricultural activities. This is so because the share of the non-agricultural sector in those rural areas which get classified as urban is more than in other rural areas.
2. Urbanisation and the associated improvements in infrastructure may render some rural non-agricultural activities, especially in the manufacturing sector, non-viable through the competition of better or less expensive substitutes.
3. Urbanisation and the growth of infrastructure may expand the market for rural enterprises and encourage non-agricultural activities both in the secondary and tertiary sectors in the neighboring rural areas to satisfy non-local demands. As noted above, such developments can encourage both local and non-local capital to flow into rural areas to exploit local resources for viable non-agricultural activities.
4. Better and 'relatively inexpensive transport facilities make it possible for many members of rural households to shift to non-agricultural occupations without changing their residence through commutation.
5. Proximity and the level of rural non-agricultural employment are positively correlated as the non-farm sector grows much faster due to the influence of the urban economy; the rural area develops into an urban unit.
6. On the other hand, increasing non-farm employment at the urban periphery may accelerate the pace of growth of urban agglomeration.
7. Growth in non-farm employment in certain rural localities connected to urban centres may result in their reclassification as urban centres or towns.

According to D Jayaraj, the extent of growth of transport gears different patterns of growth in the non-farm sector. When agricultural income increases it simply transfers purchasing power from one sector to another with an associated decline in productivity.

Rural Non-Farm Employment in India

During second five-year plan in the era of industrialization, the growth rate of industrial sector was though not very high but was significantly higher due to which demand for agriculture products increased. Later in 1980s, as the service sector geared up agricultural sector slowed. Thus, India is said to skip the second stage of development and flown to service sector (Papola T., 2009). India was self-sufficient in terms of food grain as self-reliance during that time was the only solution.

Since the green revolution period, in rural areas the structural transformation in employment can be noticed from agriculture to non-agricultural activities. In 1980-81, the share of agriculture was two-third of the rural net domestic product (NDP), and by 2009-10 the same share was in non-agricultural sector. This makes it all the more important to understand the processes of change in rural India in the context of relatively rapid growth.

In India farm employment experience, can be identified in three phases. In 1960s the first phase arose, expansion of net sown area provided most of the observed increases in farm output. The increased output positively correlated with employment.

Green revolution i.e. the second phase, the yield increase came to account for ninety percent or more of all output growth. Under such situation increase in production may or may not have been associated with the increased demand for labour. Instead labour displacing mechanization was adopted due to rising real

product wage rates from the mid-1970s onwards. As, wheat was grown with other commercial crops like rice, cotton and sugarcane consequently timeliness became a crucial point which needed mechanization. In some regions agricultural employment slowed down despite high farm output and substantial public investment, rural electrification and irrigation. In the third phase, in India agricultural employment growth has decelerated largely because farm output growth rates themselves decelerated to below 2 percent during the 1990's. One of the major reasons was the prolonged decline in public investment and irrigation investment (bhalla, 1994).

Slowdown in creation of job opportunities in rural non-farm sector tends to push people back into agriculture which results from the increase in the number of the farm workers, in turn depressing the value of the output per farm worker.

However, rural diversification in Indian states was diverse and also the factors associated with it varied from one region to another. Thus, the impact of it on income and poverty was not uniform. According to 2011-12 (68th round NSSO), 69% of the household belongs to rural population resides and India has 71% rural population and about the same percentage is poor in the country. Since the cultivable land-mass ratio is limited, implying that agriculture cannot meet the number of new rural workers therefore RNFE acts as a panacea.

Rural Non-Farm Employment in Gujarat

Gujarat is the torchbearer state of India located in the western part. It has developed industrial economy and has commercial nature of agriculture. It contains only 5% of the population (2011) but contributes to 8% of the total domestic output of all states. Agriculture in the state showed a more than 12% annual growth rate during 2000-08 while India struggled hard to achieve even a 3% rate of growth in this sector (Hirway & Shah, 2011). There are, however, significant intra-state variations in levels of industrialization and agricultural development. A significant part of the state is semi-arid with limited irrigation facilities. Bulk of the agricultural activity in this region is undertaken during July to January, the official 'monsoon' and winter seasons (Mehta, 2014).

Gujarat is seen as a "model/ ideal state" as it has reaped the most from neo-liberal policies (Hirway and Shah, 2011) (Dholakia 2011). However, some researchers believe that the growth has not seeped down to rural areas as indicated by the structure of growth and also existence of lower wage rates than all India average (Nagaraj & Pandey, 2013). State is marked by disparities both in terms of overall and sectoral income levels as well as informal pattern of development. According to the National Council for Applied Economic Research (NCAER), the Gini coefficient³ of incomes in Gujarat is 0.47, which is extremely high (Shukla 2010).

There are also evidences of deterioration in the quality of rural employment; and casualization of rural workers has increased enormously (Jha, 2012). The latest NSS (68th round) on employment-unemployment reveals that in Gujarat 73.3% of the usually employed rural workers in the non-farm sector who changed their industry in last two years have come from the farm sector (Jatav and Sen, 2013). The study proposes to examine the agricultural growth pattern in Gujarat to substantial growth led theory of RNFS in Gujarat and the processes associated with rural structural transformation. Phenomenon of double digit growth rate in agriculture was observed in last decade (Mehta, 2014) and (Shah, Gulati, Hemant, Shreedhar, & Jain, 2009).

Changes in the rural economy is apparent from the fact that in the 2000s decades the number of census towns has increased from 73 in 2001 to 154 in 2011 (census of India 2001 and 2011) apart from demographic growth workforce diversification is also visible in the rural economy. Perhaps, inter relation between agricultural growth, increasing rural non-farm employment and census towns' needs to be further studied in Gujarat. Many studies have dealt with the issue of rural transformation in the Indian context. A study conducted by Gujarat institute of Development and research states that in Gujarat, more men are involved in RNFE when calculated through current weekly status. It showed that extent of self-Employment is more in Gujarat than India. It also claims that in less industrially developed areas RNFE is higher than industrially developed area (GIDR, 2013). To further strengthen the argument, in context of

³ Used to measure inequality

rural wages; it was seen that though Gujarat is a fast-growing state but the profit earned by the entrepreneur is not equitably shared with their laborers. Labour in the state is basically viewed as a mere factor of production to promote economic growth – and to inflate the profit margins of the corporate sector and promote reinvestment of savings (Hirway & Shah, 2011).

Structural Transformation of Gujarat Economy

Share of employment in Gujarat

Agricultural & allied activities	17.3%
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Non-Agriculture	82.7%
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Source: Various issues of Socio-Economic Review, an annual publication of the Government of Gujarat, and Economic Surveys 2007-2009.

Some regions which have observed growth in RNFE had seen stable agricultural growth. "Conditions are favourable for the more extensive and rapid growth of small-scale industries in only some regions of India, i.e., those which have recorded moderate to high rates of growth of agricultural output without being subject to serious fluctuations". The State selected for this study was based on analysis of NSS data (2004-5 and 2009-10) and Census, 2001 data, and sectoral gross value added data. Gujarat is one of the very few States in the country which has experienced significant growth in agriculture between 2001-02 and 2011-12. The growth in agriculture sector was 10% and in the same decade number of census towns is also increasing which implies RNFE is also prevalent and increasing. Thus, we can hypothesize that there is a push factor working in the direction of increasing RNFE. Forward and backward linkages also positively affect RNFE in Gujarat.

Evidently relative prosperity and a tendency towards rural secondary and tertiary workforce concentration can and quite commonly go together. Almost all the states experienced at least one decade in which rural workforce concentration took place in the non-farm sector. During the late 1970's and throughout the 1980's there was a sea change in the empowerment prospects of rural – urban workers. In the wake of globalization, employment pattern in rural and urban areas have shifted. The study aims to analyse the rural transformation process and the pattern of rural labour absorption in Gujarat. The growth of rural non-farm employment in different parts of the state with varying socio-economic and spatial characteristics would be examined to assess the rural transformation process, as observed through the growth in the number of census towns..

There are contrary views about the forces which lead to rural workforce diversification. Often slow agricultural growth and overall incomes result in distress conditions that lead to lack of demand for non-agriculture commodities (Manoj and Sen, 2013) and (Bhalla, 2005). On the other hand, extent of marginal to total land holdings have been found to be positively related to non-farm employment as revealed by some in-depth studies (Nayyar and Sharma, 2005). (very interesting point explain in detail). In Gujarat, the participation in non-agriculture work varies inversely with size of land owned by the households and mainly landless workers participate in such activities. (Rakesh Basant and B.L. Kumar, 1990). Whereas, Economic development involves a process of specialization and diversification and thus trends towards decline in the share of agriculture workers is to be expected. Therefore, a progressive casualization of the rural workforce is not negative phenomenon. As, the studies show significant positive relation between the rural unemployment rate and the incidence of non-agricultural employment at the state level. Although the influence of unemployment rate was stronger, agricultural productivity also had a significant and positive relation with the incidence of non-agricultural employment. (Vaidyanathan A., 1986).

In a case, Basant (1994) finds, in a survey of rural employment in the Indian State of Gujarat, that 25% of rural male non-agricultural workers commuted to urban areas for work. As of 36% of rural workers in Gujarat commute if we consider the people who are dependent on urban jobs the share of urban sector will increase relatively.

Clearly, a more limited definition of rural lowers the percentage of employment which is found outside of agriculture. A number of features of the data suggest that the percentage of rural employment found in

the non-farm sector may be underestimated for all countries. In most developing countries the bulk of the population lives in rural areas, and this population continues to grow at an extensive rate. Agriculture still dominates, as the most important sector of economic activity in terms of employment generation in the less developed countries (citation). Given limits to arable land, this growth in the rural labour force will not be productively absorbed in the agricultural sector. In developing countries, the rural non-farm sector is a poorly understood component of the rural economy and we know relatively little about its role in the broader development process. This gap in our knowledge is due to the sector's great heterogeneity. Either migration to urban areas or the development of non-farm employment in rural areas must take up the slack. Over the period 1960–1980, rural out-migration have been estimated at 1 and 1.8% annually for 40 developing countries with available data (Williamson, 1988).

SUMMARY OF FINDINGS

Main observations from the above analysis are:

Significance of rural non-farm sector is absorbing growing labour force is well recognized. Agriculture is still the dominant employer of rural workers but its ability in further absorbing growing labour force is being questioned in recent time. In many developing countries of Asia, Latin America and Africa, such increasing participation of rural labour force in Non-Farm employment is 32 percent in 2009-10. However, there is considerable variation across the states regarding the incidence of Non-Farm employment. At all points (1993-94 to 2009-10), for male workers, the incidence of Non-farm employment is highest in Kerala and lowest in Madhya Pradesh. West Bengal and Kerala captured the first position interchangeably as regards incidence of non-farm employment for females. Maharashtra and Madhya Pradesh shared the lowest position in this regard at our chosen time points. Non-farm sector consists of heterogenous set of activities. It is, therefore, important to analyse growth of different sectors to identify the emerging sectors in absorbing growing labour force. Present study reveals that, during the period 1993-94 to 2009-10, in case of male Non-farm workers, the percentage share of service, manufacturing, utilities and mining and quarrying have declined and the sectors to gain are construction, wholesale and retail trade, transport-storage etc. Past researchers have identified number of factors for the expansion of non-farm employment. There are mainly two contrasting opinion in this regard. Following Mellor, many researchers have argued that it is distress driven. It is the distress driven conditions of the poor people in the rural areas that force them to diversify for their alternative source of livelihood. According to some researchers, other factors like education, urbanisation, electrification, rural infrastructural facilities, access to formal credit are important for the expansion of non-farm employment. There are number of studies (Chadha, 1986) (Bhaumik, 2007) that explains the poverty of mitigating role of the non farm sector. However, several empirical studies by different research scholars (Lanjouw, 2008). Reveals that lack of education, limited access of land and financial capital, social and economic barriers prevent the poor people to participate in high return non -farm activities. They confined in some low return work. Therefore the avowed objective of mitigating poverty is barely served by this sector.

However, presence of significant percentage of poor people in the rural areas, raise question about the earnings, conditions of work in which the workers are absorbing. Several studies reveal that there is an increasing casualisation of labour, increasing employment in the unorganised sector , and decrease in the relative wages of casual workers. All these are depressing features of Indian labour market. Therefore, quality of employment or the productivity of work is required to improve.

It is already stated that non-farm sector consists of hetroegenous set of activities. Expansion of non-farm employment and its impact on poverty eradication are varying from one state to another state and also from one region to another region. Therefore, micro level analysis of both the quantitative significance and quality of employment may provide some valuable insight into the nature of poverty.

Our present study makes an attempt to conduct such analysis at the micro level by considering census towns from different districts of Gujarat. Factors like infrastructure, education and location of the town have an impact on rural non farm employment in census towns.

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EDUCATION AND CAREER OPTIONS IN SCIENCE (WITH SPECIFIC REFERENCE TO HOME SCIENCE) - AN EXPLORATORY STUDY

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Introduction

Education is the manifestation of perfection already in man. Knowledge is inherent in man. No knowledge comes from outside, it is all inside. We aspire for the education by which character is formed, the intellect is expanded and by which one can stand on his own feet (Swami Vivekananda)

Aspiration of India is to establish a knowledge society in the context of increasing globalization. Higher education empowers people with required competent skill and knowledge, quality of education prepares one for all pursuits of life in the absence of acceptable level of quality. From last century ensure the increased attention has been paid to quality and excellence in higher education to make the individuals highly employable to contribute to the nation development. (N.Somashekar and Vinod Kumar G.C , Globalization And Higher Education In India – (A world in one nest 2012).

The various career in science stream includes the following discipline:-
Astronomy: Astronomy is the science of the Universe which includes the study of motion, nature, law, constitution. Geography: Geographers are scientists who study about the physical details of the environment, its effects on earth. Fishery Science: Fisheries Science is an academic discipline of managing and understanding fisheries. This is a multidimensional in nature. Geology: Geologists are scientists who study the earth's crust to obtain an accurate picture of its structure. Political Science :Political science involves the study of the political behaviour, system and political structure. Biochemistry: Biochemistry is a branch of chemistry, which is concerned with the biological processes taking place. Agricultural Economics: Study of economic principles, with emphasis on their application, to the solution of farm, agribusiness. Botany: Botany is a branch of biological science which deals with the study of plants. Scientific.

Objectives of the study

Objective 1 : To understand the concept of home science in the present scenario

Home Science is both a science and an art related field of study which draws upon many disciplines such as chemistry, physics, physiology, biology, hygiene, economics, rural development, child development, sociology and family relations, community living, art, food, nutrition, clothing, textiles and home management. To a lay man it is a subject about home making and household chores. The study of Home Science deals with the most vital aspects of modern housekeeping. Home Science, or the science of a home, in simple words, includes all the things that concern yourself, your home, your family members and your resources. It aims at getting maximum satisfaction for oneself and family members through the efficient and scientific use of resources. The science is aimed at achieving and maintaining the welfare and well being of home and family life in an ever changing society. It includes not only nutritional needs of the family members but also planning expenditure and budgeting resources available to the family as well. The application of economic principles in relation to income, expenses and consumption comes under the purview of Home Economics. Home science aims at developing an individual, its knowledge, attitudes, values and skills, which guide one to meet personal needs and aspirations of an individual to become a well adjusted member of the family.

Objective 2 : To study home science as a career .

A career in Home Science is best suited for modern women with good aesthetic sense regarding contemporary arts, home decorations and modern housekeeping. One can specialize in any of the five streams of home science - Food and Nutrition, Resource Management, Human Development, Fabric and Apparel Science and Communication and Extension or have a general understanding of all streams of Home science. A specialization in Food and Nutrition provides knowledge of the analysis of vital nutrients in food-stuffs, detection of food adulterants, planning therapeutic diets, diet counseling for all age groups, standardizing quality and quantity of food-stuff, health awareness in community, food preservation techniques, culinary skills and food processing and canning of food-stuffs. Resource management deals with management principals and practices, management of energy resources, consumer awareness, planning and designing of residential and commercial spaces etc. Human Development specialization deals with the understanding of the sequential stages of development over the life span of an individual. Apparel science gives complete knowledge of fiber to fabric and also garment making. Students learn about dyeing and printing, fabric manufacture, textile testing, traditional textiles and textile marketing and merchandising

Objective 3 : To study the job prospects in home science career

Home Science: Those with home science as a subject background, can find job opportunities in the production industry, tourism industry, service industry, or are suitable for teaching jobs, technical or sales jobs. Self employment is also an apt career choice. One can work independently as research analyst or nutrition consultant. The opportunities for home science graduates lie mainly in non-governmental organizations.

- Production industry - This covers food preservation, dress-making, specialized cooking, textile designing, fashion designing and dress manufacturing, or work in production units of the food industry and hotels. In the Food manufacturing industry, options are available in food processing units and food preservation departments as food analysts, quality analysts, quality controllers and quality managers.
- Textile Industry: Home science graduates in textile industry can expertise as an apparel designer. Specialized clothing for different aged and different textures
- Tourism & Service Industry: They can find jobs in hotel and hospitality management services. Job opportunities exist in various hotels, tourist resorts etc as catering agents. They can also be employed as dieticians in hospitals, maternity homes, slimming centers and even boarding schools. Home science graduates are in great demand in the service industry, to look after house keeping and food catering departments of hotels, tourist resorts, restaurants etc.
- Research & teaching jobs:Major careers available are as food scientists, research associates, teachers and professors. Candidates with master's degree can opt for teaching positions or research positions. Home science post graduates can take up teaching assignments in senior secondary schools and home science colleges.
- Sales :Sales promotion jobs of food products, baby foods, ready to cook foodstuffs and garments are open to Home Science graduates.
- Technical – There are a number of technical jobs comprising of food analysts , food scientist , research scientists and many more in these lines

Conclusion

There is varied options available to graduates of science stream, so in case of home science too. Individuals tend to be more engaged in the work of their passion and this opportunities has been provided by home science which give pace for varied employ opportunities. In this regard, the economy provides employment opportunities to support families and in the larger perspective to the economy. The first step is to create awareness to the untapped course in education stream have an intimate knowledge of the opportunities and in the light of it to create an ecosystem to engage in regular rigorous promotion of the same .

Scope for further research

Yet little research has been done on career prospects of home science. It would be worthwhile to conduct a comprehensive empirical study. Further, the study can be conducted in specific industries which might throw new light on the home science and thereby improve the the awareness of job prospects .

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PERFORMANCE APPRAISAL METHODS IN MANUFACTURING INDUSTRIES – AN ANALYSIS

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Abstract

The objective of this paper is to review common performance appraisal methods and identify the best approach for manufacturing industries. Different conventional performance appraisal methods and rapid appraisal methods are discussed first. A hierarchical structure for performance appraisal is then developed based on the three conventional existing methods.

INTRODUCTION

Performance appraisal may be defined as an organized formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview, in which the work performance of the subordinate is examined and discussed, for identifying weaknesses and strengths as well as opportunities for improvement and skills development (Archer North, 2002). In other words, Performance appraisal is a formal system of measuring, evaluating, and influencing an employee's job-related attributes, behaviors and outcomes to determine how productive an employee is, and to determine if an employee's productivity can be improved .

All of the appraisal methods have been discussed and their advantages and disadvantages are mentioned. In this paper a new appraisal method has been proposed using the existing methods. This new method is developed by taking the advantages of the three common methods including comparative, behavioral and output based mThe advantages and disadvantages of this new method are also discussed. A hierarchical structure discussed in this paper uses all the appraisal methods accordingly at appropriate levels of the company.

ISSUES IN PERFORMANCE APPRAISAL

The appraisers also receive feedback from the employee about job problems. Looking at performance appraisal from the different viewpoints of the main stakeholders, the employee and the organization is one of the best ways to appreciate the purposes of performance appraisal. From the employee viewpoint, the purpose of performance appraisal is four-fold: Tell me what you want me to do, Tell me how well I have done it, Help me improve my performance, and Reward me for doing well. From the organization's viewpoint, one of the most important reasons for having a system of performance appraisal is to establish and uphold the principle of accountability. The performance appraisal process typically consists of four inter-related steps as follows:

- Establish a common understanding between the manager (evaluator) and employee (evaluatee) regarding work expectations, mainly, the work to be accomplished and how that work is to be evaluated.
- Ongoing assessment of performance and the progress against work expectation. Provisions should be made for the regular feedback of information to clarify and modify the goals and expectations, to correct unacceptable performance before it was too late, and to reward superior performance with proper praise and recognition.
- Formal documentation of performance through the completion of a performance and development appraisal form appropriate to the job family.
- The formal performance and development appraisal discussion, based on the completed appraisal form and ending in the construction of a development plan (Hansen, 2002).

Timing of appraisals is important. Systematic appraisals typically are conducted once or twice a year. For new employees, an appraisal 90 days after employment, again at six months, and annually thereafter is common timing. Expectations of a manager in doing a performance appraisal are

- Communicate management's expectations regarding employee performance.
- Provide feedback to the employee about job performance in light of management's objectives
- Coach the employee on how to achieve job objectives/requirements
- Diagnose the employee's strengths and weaknesses.
- Determine what kind of development activities might help the employee better utilize his or her skills improve performance on the current job.

Performance appraisal can be done by anyone familiar with a person's performance including the following: supervisors, subordinates, peers, customers and self-appraisal. They are discussed below:

- *Supervisor rating of subordinates:* Rating of employees by supervisors is based on the assumption that the manager is the most qualified person to evaluate the employee's performance realistically, objectively and fairly. Drawbacks: First, the superior may have an ethical bias against 'playing God'. Second, the superior may not have the necessary interpersonal skills to give good feedback. And, lastly, the superior - having reward and punishment power - may make the employee feel threatened and alienated.
- *Employee rating of superiors:* The concept of having superiors rated by subordinates is being used in a number of organizations today, to make their organizations less hierarchical, and to develop better managers. While subordinates often do not have access to information about all dimensions of supervisory performance, they do have access to information about supervisor-subordinate interactions. Drawback: subordinates may not always evaluate performance objectively or honestly - particularly, if subordinates feel threatened.
- *Peer ratings:* Peer ratings are especially useful when supervisors do not have the opportunity to observe each employee's performance, but other work group members do. Common performance dimensions on which team members have evaluation expertise include attendance and timeliness, interpersonal skills, group supportiveness, and planning and coordination. Drawback: peer evaluations have not been widely used however- with the exception of TQM organizations- because usually team members resist evaluating colleagues since this can damage relationships. Thus, it may be that peer evaluations are best used for developmental purposes rather than for administrative purposes.
- *Appraisal by Customers:* For salespeople and other service jobs, customers/clients may provide the only really clear view of certain behaviors. The information that customers provide can serve as useful input for employment decisions, such as those regarding promotion, transfer, and need for training. It can also be used to assess the impact of training, or as a basis for self-development.
- *Self-Appraisal:* Self-appraisal is a self-development tool that forces employees to think about their strengths and weaknesses and set goals for improvement. Thus if an employee possesses a unique skill, the employee may be the only one qualified to rate his/her own behavior. Yet, employees may not rate themselves as supervisors would rate them, using quite different standards. (Schuler, 1995).

There are many possible sources of error in the performance appraisal process. One of the major sources is a mistake made by the rater. There is no simple way to eliminate these errors, but making raters aware of them is helpful. The most common errors committed in performance appraisal include: the halo effect; leniency; strictness; the central tendency error, and the contrast error.

FORMS OF APPRAISING PERFORMANCE

Performance actually can be appraised by a wide variety of methods and techniques. The most commonly used performance appraisal methods can be distinguished into three major categories: comparative appraisals, behavioral appraisals, and output-based appraisals.

Comparative Appraisals

Managers directly compare the performance of their subordinates against one another in comparative appraisals. For example, a data-entry operator's performance would be compared with that of other data-entry operators by the computing supervisor. Comparative techniques include ranking, paired comparisons, and forced distribution.

Ranking: In this method, the supervisor lists all subordinates in order, from the highest to the lowest in performance. Rankings such as this are appropriate only in small companies. As the number of employees increases, it becomes gradually more difficult to discern differences in their performance. Drawbacks: the primary drawback of the ranking method is that the size of differences among individuals is not well defined. For example, there may be little difference between individuals ranked second and third, but a big difference in performance between those ranked third and fourth. This drawback can be overcome to some extent by assigning points to indicate the size of the gaps existing among employees.

Paired Comparisons: The paired comparison method involves comparing each employee to every other employee in the rating group, one at a time, to determine the better. A rank order is obtained by counting the number of times each individual is selected as being the better of a pair. Drawback: if the number of employees to be ranked is large, the number of comparisons that have to be made may be unmanageable.

Forced Distribution: In forced distribution, the supervisor must assign only a certain proportion of his/her subordinates to each of several categories on each evaluative factor. A common forced distribution scale is divided into five categories. A fixed percentage of all subordinates in the group fall within each of these categories. Typically, the distribution follows a normal distribution.

Behavioral Appraisals

In contrast with comparative appraisals, behavioral appraisals allow supervisors to evaluate each person's performance independent of other employees but relative to important job-related behaviors, which when exhibited can lead to job success. For example, a salesperson that can exhibit the behavior of 'verbal persuasion' appropriately has satisfied a behavior-based criterion. The simplest methods for appraising job performance using behavioral criteria to mark an employee's level of performance in a specific form, namely: the graphic rating scale and checklist. Some managers are required to provide written appraisal information - in a narrative form. These records describe an employee's actions rather than indicating an actual rating. Among the most common narrative appraisal methods are included: the critical incident method and the essay.

Graphic Rating Scale: The graphic rating scale allows the rater to mark an employee's job performance on a five-point or seven-point scale. This method identifies certain subjective character traits, such as 'pleasant personality', 'initiative' or 'creativity' to be used as basic job performance criteria. Because of its simplicity, the graphic rating scale is the most frequently used performance appraisal method. Drawbacks: the traits used for performance evaluation may be unrelated to the job itself. Such traits often tend to be ambiguous and too vague to be used as the basis for employee performance appraisal. Another drawback is that the descriptive terms used in such scales may have different meanings to different raters. Factors such as 'initiative' and 'cooperation' are subject to many interpretations, especially in conjunction with words such as 'outstanding', 'average', or 'poor'.

Checklist: The checklist uses a list of statements or words that are checked by raters. Raters check statements most representative of the characteristics and performance of an employee. Typical checklist statements are: can be expected to finish work in time, seldom agrees to work overtime, is cooperative and helpful, accepts criticism, and strives for self-improvement. The checklist can be modified so that varying weights are assigned to the statements or words. The results can then be quantified. Usually, the results are not known by the rater and are tabulated by someone else, such as a member of the HR unit. Drawbacks: as with the graphic rating scale, the words or statements used may have different meanings to different raters, thus causing severe practical problems to the effective evaluation of employees.

Critical Incidents: In the critical incident method, the manager keeps a written record of the highly favorable and unfavorable actions in an employee's performance. When something happens [a 'critical incident' involving a particular employee] the manager writes it down. Thus, a list of critical incidents is kept during the entire rating period for each employee. The critical incident method can be used with other methods to document the reasons why an employee was rated in a certain way. Drawbacks: what constitutes a critical incident is not defined in the same way by all supervisors. And producing daily or weekly written reports about each employee's performance may be extremely time-consuming. Also, employees may become overly concerned about what the supervisor writes and begin to feel 'threatened'.

Essays: The essay (free-form) appraisal method requires the manager to write a short essay describing each employee's performance during the rating period. The rater usually is given a few general headings under which to categorize comments. The intent is to allow the rater more flexibility than other methods do. As a result, the method is often combined with other methods.

Behaviorally Anchored Rating Scales (BARS): BARS utilize critical incidents to focus appraisal on employee behaviors that can be changed. Thus, a BARS system describes examples of 'good' or 'bad' behavior. These examples are 'anchored', or measured, against a scale of performance levels. An example of BARS that rates a university professor's attitude toward students is cited here. Construction of BARS begins with the identification of important job dimensions. The dimensions are the most important performance factors in an employee's description. Assume the major job dimensions associated with teaching are: course organization, attitude toward students, fair treatment, and competence in subject area. Short statements, similar to critical incidents, are developed that describe both desirable and undesirable behaviors. Then they are 'retranslated' or assigned to one of the job dimensions.

This task is usually a group project and assignment to a dimension usually requires the agreement of 60% to 70% of the group. The group, consisting of people familiar with the job, then assigns each 'anchor' a number, which represents how 'good' or 'bad' the behavior is. When numbered, these anchors are fitted to a scale. The drawbacks are: behaviorally anchored rating scales require extensive time and effort to develop and maintain. Also, separate BARS forms are necessary to accommodate different types of jobs in an organization.

Output-based Appraisals

While the methods described above focus on job behaviors or processes, output-based appraisals focus on job products as the primary criteria. The most commonly used output-based appraisal is Management-by-Objectives (MBO). MBO specifies the performance goals that an individual hopes to attain within an appropriate length of time. The objectives that each manager sets are derived from the overall goals and objectives of the organization. Implementing an MBO appraisal system comprised four basic stages.

- *Job Review and Agreement:* In the first phase the employee and the supervisor review the job description and the key activities that comprise the employee's job. The idea is to agree on the exact makeup of the employee's job.
- *Development of Performance Standards:* Specific standards of performance must be mutually developed. This phase specifies a satisfactory level of performance that is specific and measurable.
- *Guided Objective Setting:* Objectives are established by the employee in conjunction with, and guided by, the supervisor. Objectives should be realistically attainable and may be different from the set performance standard.
- *Continuing Performance Discussions:* The employee and the supervisor use the objectives as bases for continuing discussions about the employee's performance. Although a formal review session may be scheduled, the employee and the manager do not necessarily wait until the appointed

time for performance discussion. Objectives are modified mutually, and progress is discussed during the period.

Drawbacks include no management tool is perfect and MBO is not appropriate for jobs with little or no flexibility. Therefore, the MBO process seems to be most useful with managerial personnel and employees who have a fairly wide range of flexibility and control over their jobs.

Rapid Appraisals

Rapid appraisal methods are quick, low-cost ways to gather data systematically in support of managers' information needs, especially questions about performance. Rapid appraisal methods fall on a continuum between very informal methods, such as casual conversations or short site visits, and highly formal methods, such as censuses, surveys, or experiments. Strengths of rapid appraisal methods are they are relatively low- cost, can be quickly completed, are good at providing in- depth understanding, and they provide flexibility. Limitations are they have limited reliability and validity, lack quantitative data from which generalizations can be made for a whole population, and credibility with decision-makers may be low. Choosing between informal, rapid appraisal, and formal methods of data collection should depend on balancing several potentially conflicting factors like purpose of the study (importance and nature of the decision hinging on it), level of confidence in results needed (accuracy, reliability, validity), time frame within which it is needed (when decision must be made), resource constraints (budget, expertise), and nature of information required. Regarding the last factor-nature of the information required-rapid appraisal methods are especially useful and appropriate. Common rapid appraisal methods are discussed below.

Key informant interview: Involves interviews with 15 to 35 individuals selected for their knowledge and to reflect diverse views. Interviews are qualitative, in-depth and semi structured. Interview guides listing topics are used, but questions are framed during the interviews, using subtle probing techniques.

Focus groups: Several homogeneous groups of 8 to 12 participants each discuss issues and experiences among themselves. A moderator introduces the topic, stimulates and focuses the discussion, and prevents domination of discussion by a few.

Community interviews: These take place at public meetings open to all community members. Interaction is between the participants and the interviewer, who presides over the meeting and asks questions following a carefully prepared interview guide.

Direct observation: Teams of observers record what they see and hear at a program site, using a detailed observation form. Observation may be of physical surroundings or of ongoing activities, processes or discussions.

Mini surveys: Involves interviews with 25 to 50 individuals, usually selected using non-probability sampling techniques. Structured questionnaires are used that focus on a limited number of closed-ended questions. Generates quantitative data that can often be collected and analyzed quickly (USAID Center for Development Information and Evaluation, 2002).

PROPOSED PERFORMANCE APPRAISAL APPROACH

The performance appraisal approach proposed in this paper uses the existing appraisal methods: graphic rating scales, checklist, critical incidents and management by objectives. Like the graphic rating scales, the rater marks an employee's performance on a continuum – that is on a five point or seven point scale (See Figure 1). But the character traits mentioned here are based on the checklist. Unlike in checklist, here the checklist statements are on five-point or seven-point scale like graphical rating scales. Also the goals that have to be attained by the employees/managers/top management in the next week or for the next appraisal time are taken into consideration. The goal achievement is being rated on a scale too. The rater finally quantifies these points and evaluates the performance of the employee with others. Besides this

the critical incidents are noted for the varying behaviors of the employee. Critical incidents easily go with the other appraisal methods.

This method has the advantage of graphic rating scales that is its simple to use. Second advantage is that the checklist can be modified so that varying weights are assigned to the statements are words. Finally, the MBO part specifies the performance goals that an individual hopes to attain within an appropriate length of time. The main drawback of this method is that the words or statements used may have different meanings to different raters, thus causing severe practical problems to the effective evaluation of employees. Secondly, as no management has perfect flexibility and control over their jobs, it is practically difficult to achieve the goals predetermined. Finally, when it comes to critical incidents, the critical incident may not be defined in the same way by all supervisors and it is time consuming noting the incidents for each employee every now and then.



Performance Appraisal Form

Various rapid appraisal methods used at different levels:

- *Key Informant Interviews:* This can be used for various managers representing different workforces on different work environments
- *Focus Groups:* Employees with small groups can be evaluated with this technique with group leader being the moderator.
- *Community Interviews:* The middle/top level management can interview all employees of different work groups. Suitable for small companies.
- *Direct Observation:* A manager in a group can use this to evaluate the employees. Useful both in small and large companies.
- *Mini Surveys:* To interview the employees the middle or top-level management can do mini-surveys. Useful for large companies.

CONCLUSIONS

In this paper, we have discussed the existing performance evaluation appraisal methods with their advantages and disadvantages. We have also proposed and discussed a new appraisal approach, which is

based on three existing appraisal methods: graphic rating scales, checklist, critical incidents and management by objectives. This approach has the benefit of all the three methods employed in one.

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AN EMPIRICAL STUDY ON PROBLEMS FACED BY CHANGE AGENT IN LIGHT OF PARADIGM SHIFT IN EDUCATIONAL INSTITUTION

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Introduction:

Education is one of the greatest services provided by a teacher which is vital. A teacher becomes a very important component and is nation builders. In the life of student, education and character are the basic foundations and it is laid by teachers, who instill values, attitudes and behaviors in children right from childhood.

Teachers today are expected to prepare an ever more diverse group of students for much more challenging work such as framing problems; finding, integrating and synthesizing information; creating new solutions; learning on their own; and working cooperatively. Teachers are also expected to possess substantially more knowledge and radically different skills to develop the children.

Statement of the problem

The responsibilities of faculty go beyond their expertise, scholarship activities and teaching responsibilities nevertheless confronted with a series of problems confronted from the different avenues varying from students to that of the officials of government and private. The effort is made in this direction to study the problems of teachers of private school.

Objectives of the study:

- ❖ To study the demography of respondents of Lavanya school.
- ❖ To study the opinion of the respondents of the problems of teachers.
- ❖ To suggest measures in this direction.

Scope of the study:

The focus was directed on the study of the respondents of the problems of teachers at Lavanya school, Doddaballapur .

Methodology:

A descriptive study was taken on opinion of the respondents of the problems of teachers of at Lavanya School. The study required data to be collected from primary and secondary data. Primary data was collected from the respondents by raising a questionnaire. Secondary data was obtained from publication, journals, books etc... the data collected was compiled classified and tabulated, analyzed using statistical tools and applications.

Sampling:

Convenience sampling was used to select 20 respondents of the organization. The respondents belonged to Lavanya school.

Tools for data collected:

Collection of data is very important for any study while deciding about the method of data collection to be used for the study. The research of data based upon the collection of data.

Primary data: primary data are collected fresh and for the first time and thus are original in this research work where in the primary data is consisting of questionnaires.

Secondary data: the secondary data was collected from journals, magazines, books etc...

Findings of the study

Findings are derived from the data analysis and interpretation.

- Majority of the respondents are of the opinion that they are satisfied in the job.
- Majority of the respondents receive full support from the superiors.
- Students are very friendly with the teachers at the institution.
- The higher officials do not any pressure to the teachers to meet targets.
- The respondents feel that the government does not take adequate care of the teacher's plight.
- Maximum problem arises out of parents of the students which are faced by teachers.
- The respondents expect the pay scale to be enhanced.
- In the opinion of the respondents colleagues are very favorable.

Conclusion

Education is one of the greatest services provided by a teacher which is vital. A teacher becomes a very important component and is nation builders. In the life of student, education and character are the basic foundations and it is laid by teachers, who instill values, attitudes and behaviors in children right from childhood.

Teachers today are expected to prepare an ever more diverse group of students for much more challenging work such as framing problems; finding, integrating and synthesizing information; creating new solutions; learning on their own; and working cooperatively. Teachers are also expected to possess substantially more knowledge and radically different skills to develop the children.

The responsibilities of faculty go beyond their expertise, scholarship activities and teaching responsibilities nevertheless confronted with a series of problems confronted from the different avenues varying from students to that of the officials of government and private.

Teachers are of the opinion that they are satisfied in the job and receive full support from the superiors where in students are very friendly with the teachers at the institution. The higher officials do not any pressure to the teachers to meet targets. The respondents feel that the government does not take adequate care of the teacher's plight. Maximum problem arises out of parents of the students which are faced by teachers. The teachers expect the pay scale, in the opinion of the respondents colleagues are very favorable.

Suggestions

The following are the suggestion based on the summary of findings and conclusion derived by the study...

- The institution has to take care in providing an environment to build a good team of teachers to ensure team work .
- The superior at the institution should extent a helping hand to the young staff in guiding and putting them in the right direction.
- The teachers should see that the students are treated friendly and build a strong long lasting relationship.
- The government and concerned authorities have to address the problems of the teachers at regular intervals.

Scope for further research

This paper is only a start in addressing the issues that is complex in nature in one educational institution. Hence forth it makes it even more difficult for conducting research in this field. To ensure effectiveness, the study should be replicated to cover a bigger sample covering all educational institutions through empirical research and the results should be compared to those found in this study and should be validated with the same. It is believed that future longitudinal research studies can undertake empirical study to further validate the research findings.

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AN EMPIRICAL STUDY ON MEDICAL TOURISM IN INDIA – OPPORTUNITIES AND CHALLENGES IN THE ERA OF GLOBALIZATION

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Abstract

Globalization and liberalization of trade in health services has made medical tourism feasible and continues to grow Travelling to other countries to obtain Medical, Dental, and surgical treatment is called medical tourism. The cost and waiting time for medical treatment has increased in many developed countries. The citizen of the developed countries is of the opinion that the service as an effective and reliable alternative to expensive private health care in the home country. Many combine their treatment with the holiday to their destinations hence the term “Medical Tourism.”

The business of medical travel is attractive, as it develops many other businesses in the country. More than hundreds of countries around the world are competing for a pie of this global business. It is generally estimated that the present global medical tourism market is estimated to be approximately US\$40 billion with an annual growth rate of 20 percent and also familiarizing traditional Ayurvedic Therapies and, practically covering every aspect of medicine combining modern treatments with traditional experience. The paper administers the awareness of the concept, opportunities availed by India namely development of hotel, tourism, communication industry and challenges faced by attracting medical tourist. This study aims to define the challenges and opportunities of medical tourism industry in India and propose some mechanisms to make India prosper with this new Industry.

Keywords : MT-Medical Tourism, O&C-Opportunities &Challenges

INTRODUCTION

Medical Tourism is a result of Globalization of Healthcare, the industry is coming up in vigorous speed. The most recent trend in privatisation of health services is medical tourism, which is gaining prominence in developing countries This emerging industry is set to boom in the coming years. The word “Medical” means treatment of illness, disorder or injuries. In general, “Tourism” means traveling for pleasure. According to World Tourism Organization (WTO), the word “Tourism” comprises of “the activities of persons traveling to and staying in place outside their usual environment for leisure, business and other purposes.” The Medical Tourism is the set of activities in which a person travels often long distance or across the border, to avail medical services with direct or indirect engagement in leisure, business. Many combine their treatment with the holiday to their destinations hence the term “Medical Tourism.” Medical Tourism (also called as medical travel or health tourism) is a term initially coined by travel agencies and the mass media to describe the rapidly growing practice of travelling.

Medical tourism is a phenomenon of people traveling to other countries to obtain medical, dental, and surgical care while at the same time touring, vacationing, and fully experiencing the attractions of the countries that they are visiting. Exorbitant costs of healthcare in industrialized nations, ease and affordability of international travel, favorable currency exchange rates in the global economy, rapidly improving technology and standards of care in many countries of the world, and most importantly proven safety of healthcare in select foreign nations have all led to the rise of medical tourism. More and more

people are traveling abroad as an affordable, enjoyable, and safe alternative to having medical, dental, and surgical procedures done in their home countries.

When a person travels across the border and outside their usual environment, to seek medical service, the travel portion of the trip travel is called "medical travel", and upon arrival, such person is called "medical tourist", and such activities which includes utilization of medical services by the medical tourist, be it direct or indirect - hospitality, cultural exposure or site-seeing, is called "Medical Tourism". The health professionals do not prefer to mix the word "medical" with "tourism." They have an idea that the word tourism reduces the value of decision which is primarily made for medical services, to another country to obtain health care

Hindu Mythology- Medical

Hinduism was the only religion existing those days in India, goes back to 6000 years B.C. or more. According to Hindu mythology, the creator of the Universe, Lord Brahma, was the first teacher to make a compilation of Ayurvedic .Medicine (*Kayachiktsaya*) and surgery (*Shalya tantra*) as the main subjects. It is believed that Brahma propagated this knowledge through Daksha Prajapati who in turn taught this science to the Aswini Kumars (the twin sons of the Sun God). The Aswinis imparted the science to Indra. Upto this time, the knowledge of Ayurveda was known only to celestial personalities. It is believed that it was Lord Indra who passed on this knowledge of Ayurveda, the "science of life", to sages and rishis (mortals) , the first pupil being Bharadwaja. He, in turn, taught this subject to others including Atreya. He, it is believed, lived in the period 700 - 600 B.C. and became a renowned teacher at Taxila. .

Lord Vishnu is also believed to have been associated with ancient medicine. It is said that several sages approached the Lord and begged of Him to help them save humanity from diseases and suffering. In response to their plight and prayers, he ordered the churning of the ocean of milk with the aid of " vasukis " and " asuras ". Dhanvantari then came out of the ocean with the pot of " amrita " in his hands.

Atreya (700 - 600 B.C.) was an eminent sage and a pupil of Bharadwaja at Taxilla (Taksasila) situated on the banks of the river Sutlej now in Pakistan. He taught medicine and ushered in the age of scientific medicine through his astute observations of symptoms, disease and their correlation. He is rightly known as the "Hippocrates of Ancient Indian Medicine" as well as the "Father of Indian Medicine.

Medical Tourism in India

The countries where medical tourism is being actively promoted include Greece, South Africa, Jordan, India, Malaysia, Philippines and Singapore Brunei, Cuba, Columbia, Hong Kong, Hungary, Jordan, Singapore, Thailand etc. The cost and waiting time for medical treatment has increased in many developed countries. Such services typically include elective procedures as well as complex specialized surgeries such as joint replacement (e.g. knee / hip), cardiac surgery dental surgery and cosmetic surgeries. The provider viz. the hospital and the customer use informal channels of communication-connection-contract with less regulatory or legal oversight to assure quality and less formal recourse to reimbursement or redress. In addition, to the hospital procedures, leisure activities are also typically associated with this treatment. Thus travel and tourism aspects are also included in this medical travel trips. The medical tourists mainly come from the rich and the developed countries like the USA, Canada, UK, Middle East, Japan etc. mainly because of the high cost of the medical treatment as well as the high waiting time (for e.g. up to one year). Additionally in some of these countries, certain types of treatment e.g. orthopaedic surgery (hip / knee replacement) are not covered by the respective health insurance schemes.

India is a recent entrant into medical tourism. According to a study by McKinsey and the Confederation of Indian Industry, medical tourism in India could become a \$1 billion business by 2012. The report predicts that: "By 2012, if medical tourism were to reach 25 per cent of revenues of private market players, up to Rs 10,000 crore will be added to the revenues of these players". The Indian government predicts that India's \$17-billion-a-year health-care industry could grow 13 per cent in each of the next six years, boosted by medical tourism, which industry watchers say is growing at 30 per cent annually.

In India, the Apollo group alone has so far treated 95,000 international patients, many of whom are of Indian origin. Apollo has been a forerunner in medical tourism in India and attracts patients from Southeast Asia, Africa, and the Middle East. The group has tied up with hospitals in Mauritius, Tanzania, Bangladesh and Yemen besides running a hospital in Sri Lanka, and managing a hospital in Dubai.

Another corporate group running a chain of hospitals, Escorts, claims it has doubled its number of overseas patients - from 675 in 2000 to nearly 1,200 this year. Recently, the Ruby Hospital in Kolkata signed a contract with the British insurance company, BUPA. The management hopes to get British patients from the queue in the National Health Services soon. Some estimates say that foreigners account for 10 to 12 per cent of all patients in top Mumbai hospitals despite roadblocks like poor aviation connectivity, poor road infrastructure and absence of uniform quality standards.

Analysts say that as many as 150,000 medical tourists came to India last year. However, the current market for medical tourism in India is mainly limited to patients from the Middle East and South Asian economies. Some claim that the industry would flourish even without Western medical tourists. Afro-Asian people spend as much as \$20 billion a year on health care outside their countries – Nigerians alone spend an estimated \$1 billion a year. Most of this money would be spent in Europe and America, but it is hoped that this would now be increasingly directed to developing countries with advanced facilities.

Price advantage is, of course, a major selling point. The slogan, thus is, “First World treatment’ at Third World prices”. The cost differential across the board is huge: only a tenth and sometimes even a sixteenth of the cost in the West. Open-heart surgery could cost up to \$70,000 in Britain and up to \$150,000 in the US; in India’s best hospitals it could cost between \$3,000 and \$10,000. Knee surgery (on both knees) costs 350,000 rupees (\$7,700) in India; in Britain this costs £10,000 (\$16,950), more than twice as much. Dental, eye and cosmetic surgeries in Western countries cost three to four times as much as in India.

Cost Comparison of Selected Surgeries:

Procedure	United States (\$)	Thailand (\$)	Singapore (\$)	India (\$)
Heart bypass	130000	11000	18500	10000
Heart valve replacement	160000	10000	12500	9000
Angioplasty	57000	13000	13000	11000
Hip replacement	43000	12000	12000	9000
Hysterectomy	20000	4500	6000	3000
Knee replacement	40000	10000	13000	8500
Spinal fusion	62000	7000	9000	5500

Source: AMA, June 2007

Cost Comparison between US, UK and India:

Procedure	USA (\$)	UK (\$)	India (\$)
Open Heart Surgery (CABG)	100000	43000	7500
Total Knee Replacement	48000	52000	6300
Hip Resurfacing	55000	48000	7000
LA Hysterectomy	22000	24000	4000
Lap Cholecystectomy	18000	20000	3000
Spinal Decompression Fusion	60000	65000	5500
Obesity Surgery (Gastric Bypass)	65000	70000	9500

Source: Wockhardt Hospitals

Cosmetic Surgery (Costs in US\$)

Procedure	United States (\$)	Thailand (\$)	Singapore (\$)	India (\$)
Face-lift	20000	4800	6250	3100
Breast Augmentation	10000	3150	8000	2200
Breast Reduction	10000	3900	8000	3000
Eyelid Surgery	7000	1400	3750	2200
Liposuction	10000	2100	5000	2500
Nose Surgery	7300	3850	4400	1800
Tummy Tuck	8500	4050	6250	3400

Source: healthbase.com

In India the strong tradition of traditional systems of health care in Kerala, for example, is utilised. Kerala Ayurveda centres have been established at multiple locations in various metro cities, thus highlighting the advantages of Ayurveda in health management. The health tourism focus has seen Kerala participate in various trade shows and expos wherein the advantages of this traditional form of medicine are showcased.

Urban concentration of health care providers is a well-known fact – 59 per cent of India’s practitioners (73 per cent allopathic) are located in cities, and especially metropolitan ones.

OPPURTUNITIES:

- **Affordable:** The developed world is experiencing serious problems for the cost of medical services, hence a country like India is best place for MT.
- **Available:** Many patients travel because the medical treatment not available in their local areas. India, which makes medical tourist to opt for best available option.
- **Accessible:** Many developed countries have care available for patients, but because of high demand the treatment and care are not accessible. In some countries, patients have to wait for six to twelve months for a surgery, hence patient search for easy accessible care.
- **Acceptable:** Few patients travel because “medical services” are acceptable. Services might be affordable, available and accessible but are not acceptable because of religious, political and social reasons. It is hard to define ethical value of such services.
- **Additional:** This is the most important and extensive factor of all. Many patients travel because they receive additional benefits by making use of treatment abroad. It could be better care, modern technology, latest medicine, better hospitality, personalized care or privacy among others. This factor provides some sort of additional benefits to patients which is better comparable to home country.
- **Technology:** Technological improvements drive medical tourism, like more efficient global transportation and communication systems. The flattening of the world through the Internet and technology in medical industry are improving the quality of services.
- **Cost:** The cost of medical treatment in developed countries is extremely high. Hence, private, social and corporate health schemes are very costly. The above pay model is shifting to individuals. Therefore, Cost is another driving factor.
- **Need:** The emergence of the new consumer needs, like avoiding waiting queues to get medical treatment or the possibility to have the latest medical treatment, requires new solutions which are not available in consumer’s home country.
- **Change:** Hospitals are adopting the more luxury hotel concept rather than a traditional unexciting general wards. After the surgical procedure, there is the opportunity to engage in attractive tourism, which is certainly a better change for patient. For example, Taj Mahal trip after eye surgery in India.

CHALLENGES:

- Poor transportation
- Lack of hygienic treatment
- Poor maintenance of heritage
- Language barriers
- Sophisticated treatment
- Quality of hospitals and competent doctors
- Pre and post treatment follow up
- All patients will not get involved in tourist activities.
- Patients' travels to India would be certainly exposed to the culture, environment, food, heritage challenges due to growing customer's expectations.

OBJECTIVES

1. To understand the concept and importance of Medical Tourism.
2. To explore the opportunities of Medical Tourism in India.
3. To study the challenges of Medical Tourism in India.
4. To suggest improvements in this direction.

Problem statement:

Medical Tourism is not a new concept to India but they still have many quality related problems to overcome. In order to have a deeper understanding of the problems faced by the medical tourist and subsequently develop solutions, a systematic and comprehensive study has been made by the researchers. The main objective of the survey is to study the status of the quality practices in hospitals and find the answers to the following research questions?

- What is the challenges?
- What is the opportunities?
- What is the remedial measures to overcome?

Methodology

A descriptive study was taken on Medical Tourism. The study required data to be collected from primary and secondary data. Primary data was collected from the respondents by raising a questionnaire. Secondary data was obtained from publication, journals, books etc... The data collected was compiled classified and tabulated, analyzed using statistical tools and applications
Random sampling was used to select 30 doctors, at KIMS, Bangalore

Findings of the study:

- Majority of the doctors are of the opinion that the patients take a leap to India due to cost factor and competency of the doctors and are of the opinion that India is a best place which is cost effective.
- 100% of the doctors feel that the India is a best place for Medical tourism as it cost effective and scenic beauty if the place as post medical treatment.
- The doctors are of the opinion that the patients visit India for treatment like dental, cardiac, joint replacement etc.
- The flow of the tourist is from Middle East as doctors of India are highly qualified and knowledge of different languages to treat patients.
- 80% of the doctors are of the opinion that the doctors do not have language barrier and are able to manage different language to a certain extent.
- The industries booming as a result of Medical Tourism is transport, hotel and tourism.
- The duration of the medical treatment is less than a month and the agency are performing excellently well.
- Food served, housing, infrastructure, competition from other countries, common infection has been a greater challenge to the country as a result of Medical Tourism.

Suggestions

The challenges are confronted hence here are the feasible solution which would help to improve Medical Tourism in India.

- Visas need to be issued faster, and infrastructure upgraded to international standards for India to tap the medical tourism market.
- Hospitals need to provide more advanced treatment, hygienic environment, free from pollution. Doctors to provide scope for two way communication, transparency is commanded.
- We are losing a number of patients despite scoring high in quality and affordability; hence the facilities and services should be tailor made to meet the satisfaction of the customers.
- Marketing the medical expertise and facilities to the other countries in an effective way through proper media channels can bring about a revolution in this sector. This will get further strength if accreditation programmes are devised by the Medical Council of India (MCI)
- The other overriding factor is that we need to develop more good roads and more airports of international caliber.
- Medical tourism can improve, if the expertise of Indian doctors is marketed through a proper system and a special department is set up to look after the requirements of patients from abroad.
- The government needs to play a pivotal role in promoting India as an attractive medical tourist destination, just like other Tourism Board from other countries.
- India to provide medical treatment and develop significant advantage through alternate therapy like Ayurveda, Yoga, naturopathy etc and proper maintenance of heritage and tourist place.
- The MT agency should cater to the introduction of the doctors to the patients well in advance.

Scope for further research

The study has been made by administering only to 30 doctors; there is a wide scope to do a detailed research on the opportunities and challenges across the hospitals and across states and countries and compare the results in the light of the research and the validate with the present findings .



DETERMINANTS OF EMPLOYEE MOTIVATION - A CASE STUDY OF TEXMO TEXTILE INDUSTRIES LIMITED, BANGALORE

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Abstract

The purpose of this case study is to explore the employees' motivational practices in the

Texmo Textile Industries, Peenya, Bangalore. This case study consists of primary and secondary sources of data via structured interviews, questionnaires, research articles, books and reports. In this research, convenient sampling style has been adopted with sample size of 50 respondents from middle and top level of employees. The result shows that the employees of the Texmo Textile Industries are not satisfied with motivational practices adopted by the company. More than 70% employees think that only financial rewards are the main source of motivation. Just 10% employees are satisfied with the current performance appraisal system and they have fear of job security. Majority of employees are not involved in the decision making process. The finding also explores that more than 90% employees are happy with their co-workers' behavior and 80% are satisfied with health and safety measures adopted by the management which is a good sign. This case study will help the management of the Texmo Textile Industries to know the motivation level of their employees and best motivational practices thinking by the employees to get the maximum output. For future research, it is recommended to increase the sample size and include other textile companies for better findings

Keywords : Motivation, Financial Rewards, Performance Appraisal, Job Security, Health and Safety.

I. Textile Industry In Bangalore

Bangalore is the fourth cotton producer of the world. Bangalorei textile industry has a bright future as demand is increasing in the world market. Bangalorei textile products are contributing more than 60 percent of the total export of the country and about 8.5% to the GDP of Bangalore. It generates 38% employment of the workforce of the country. Bangalore is also facing tough competition of textile products in the world market. Therefore, it is very important to pay attention on the motivation of human resource working in the textile industry for producing better quality and maximum output to compete the world market.

II. The Texmo Textile Industries

The Texmo Textile Industries was established in 1973 as a towel manufacturer company. Due to quality and reliability of the products, the company has earned reputation in national and international markets, that encouraged the management to establish new process integrated unit in 2001. The Texmo Textile is one of the premier names in the textile industry with the following products:

- Knitted Hosiery
- Woven Fabric
- Terry Towels

Being the market leader of home textile products, the company is trying to provide a better workplace environment to its employees. The Texmo Textile Industries has the following objectives to achieve:

- Maximization of profit by reducing cost
- Enhancing innovations through job satisfaction and employee career development opportunities
- Contribute in the growth of national economy

The management of the Texmo Textile Industries also focuses on the employees' safety and health by providing them tools for safety, healthy environment and safety training.

III. Introduction

Motivation in simple terms may be understood as the set of forces that cause people to behave in different positive ways. Productivity and quality of work depends on the motivation level of workforce working in the organization. Productive and quality oriented employees are usually highly motivated. Understanding the needs of employees and motivating them is not an easy task in the frequent changing environment. Employees have different needs and expectations when they join organizations. HR experts are trying to find out the different ways for motivating the employees but still they are not clear. Management mostly focuses on the human capital that plays a vital role in the organizational effectiveness compared with financial capital. People are more important than finance in modern times to get competitive advantage. The old organizations' culture no longer exists in the recent world of globalization. It is the need to improve the earlier period issues carefully. As the change have been seen in the culture of today's organizations, it is more essential for the companies to meet employees' need and introduce new benefits, financial rewards and competitive salary to motivate employees. Strong relationship between employees and organization is a tool for achieving the needs of changing work environment for both the parties. The role of top management is crucial to make strong bond with employees. The management encourages its best performing employees by giving them promotions and increase investment for their development. Employees prefer to join organizations where they succeed and get more promotional opportunities on the basis of their performance. Employees' participation in decision making and positive behavior with co-workers also increases their motivational level. Most empirical findings suggest that job security decreases employees' efforts.

IV. Purpose Of The Research

Motivational practices in the textile sector of Peenya are the growing one. This research has been conducted to find out the motivational level of employees in the Texmo Textile, Peenya, Bangalore. In this research, efforts have been made to assist and guide the management of the Texmo Textile, Peenya and to provide viable solution on the subject matter of employees' motivation so that they can be able to develop their workforce in accordance with future requirement of textile sector. Findings of this research will definitely guide to increase the efficiency of employees and organization. Moreover, this research will enable employees to participate and strive for the betterment of organization.

V. Literature Review

Motivation in its original spirit can be defined as a mental process that gives purposeful behavior and direction [1]. Motivation as an internal force helps to fulfill an unsatisfied need by generating will and power to achieve. It is extensively regarded as a route to internal satisfaction and key to success [2]. Motivation is a tendency to behave in a methodical way to achieve the desired objective. It is a force which is always moving to do something for the accomplishment of your targets [3].

Human resource aspect of management postulates that it is people who make a business succeed or fail. It is the organization's chief responsibility to motivate their workforce so that they will assure success. Moreover, human capital has the potential to generate novel ideas to facilitate the strategic goal of organization. Organizations can obtain fruitful results by stimulating creativity among their employees; desire to succeed and to achieve self-fulfillment through their work [4].

In the contemporary world, organizations are visualizing their employees as the primary source of competitive advantage. Henceforth, the way employees are treated by the organization ultimately decides whether an organization will sustain and grow in the near future or not. This is an accurate assessment of the human capital in the organizations, which eventually decides the destiny of any organization [5].

In the general sense, reward programs are derived from the overall compensation strategies, which are

defined to assist in developing pay system and enhancing integration mechanism. Through this mechanism, the efforts of various sub -units or individuals are directed towards the achievement of an organization's strategic objectives [6].

In operational sense, motivation is defined as the inner force that drives individuals to achieve personal and organizational goals. The main obstacle for managers is to get hold on how to motivate employees. Although it is very much difficult to motivate employees at all levels, but before doing so, it is very essential to know about the prerequisites that keep employees motivated [7].

In the dynamic organic culture, intrinsic and extrinsic rewards are good sources of motivation. Intrinsic rewards create internal sense of satisfaction among the employees while extrinsic rewards cover the financial aspect. Reward and recognition programs come within the discussion on extrinsically motivated behavior that occurs when an activity is rewarded by incentives not inherent in the task [8].

Multiple businesses are using pay, promotion, bonuses and other motivational tools to encourage high level of performance among their employees. Moreover, it can be said that these tools are providing twofold benefits. Firstly, it is very essential for the retention of competent and stable workforce and secondly, it is a useful technique to maintain and upgrade a sense of satisfaction among the skilled employees [9].

VI. Research Methodology

In Bangalore, textile sector could not achieve a great distinction in applying motivational tools and techniques. As a result, satisfaction level of employees in the textile sector of Bangalore is decreasing day by day. This research focuses on the motivational tools and techniques which are being applied by the Texmo Textile, Peenya, Bangalore, through secondary and primary sources i.e. structured interviews, questionnaires, books, the Texmo Textile reports, magazines and articles. This research encompasses 50 respondents through one to one interview technique of research. The respondents are the top and middle level employees of the Texmo Textile in the region of Peenya, Bangalore.

VII. Research Limitations

This research is conducted only in the Texmo Textile, Peenya, Bangalore, henceforth the findings of this research cannot be applied in all other sectors of Peenya, Bangalore. This research also faced some time constraints; there was a limited time to conduct this research and respondents were not free enough to respond properly. This research considered top and middle level employees of the Texmo Textile, Peenya, who are a very small percentage of overall workforce.

VIII. Results And Discussions

Table 1.1 Gender

Gender	Respondents	Percentage
Male	38	76%
Female	12	24%
Total	50	100 %

This table clearly shows that 38 respondents are male, who are 76%, and 12 are female respondents, who are 24%.

Table 1.2 Age

Years	Respondents	Percentage
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18-22	8	16%
23-27	12	24%
28-32	20	40%
33-37	8	16%
38-42	2	04 %
Total	50	100%

Table 1.2 indicates that in the Texmo Textile, Peenya, the majority of employees who are working at top and middle levels are of 23-32 years old. It means that there are large number of employees who are young, energetic and have fresh blood in their veins. This is a positive sign and could be used for the betterment of the Texmo Textile.

Table 1.3 Experiences

Years	Respondents	Percentage
0-3	12	24%
04-06	22	44%
07-09	12	24%
10-12	4	08%
Total	50	100%

The results in Table 1.3 clearly depicts that 44% of the respondents are working in the Texmo Textile, Peenya for 04-06 years. It means that there are large number of employees who are holding middle management level experience to manage day to day affairs of the organization.

8.1 Motivational Programs

Employees of the Texmo Textile are thinking that motivational programs are playing very important role for the retention of competent and stable workforce. Most of the employees have the opinion that management is not using good motivational tools and techniques which is an alarming situation. 70% of the respondents agree that only financial rewards are important for the motivation of employees, and 30% respondents are of the opinion that financial and non-financial rewards both are necessary for the motivation of employees.

8.2 Performance Appraisal and Promotions

In the Texmo Textile, only 45% respondents agreed that performance management system is very essential for the motivation of employees. It is very much important to note that just 10% employees are satisfied with the current performance management system, while 90% remained neutral due to their personal limitations. 55% respondents remained neutral on the promotional opportunities given to them in the organization, and 45% respondents disagreed with the current promotional systems.

8.3 Employees Participation in the Decision Making

Majority of employees said that they have no participation or occasional participation in decision making. Only few respondents said that management involves them in the major decision making process, including decisions related to their jobs.

8.4 Relationship with the Co-workers

Good relationship management with the co-workers is a big challenge in the corporate world. It is a factor which motivates employees to stay in the organization for a longer period of time. Henceforth, large number of employees are giving priority to this factor over other subjects. 95% respondents in the Texmo Textile, Peenya have good relationship with their co-workers and 5% remained neutral.

8.5 Health, Safety and Job Security

80% respondents are satisfied with the health and safety measures adopted by the Texmo Textile, Peenya. Very few employees feel job security. The management of the company needs to pay attention on employees' job security, as employees are not satisfied with the retention policy.

IX. Conclusion

The research concludes that motivation in any form is very essential for the employees' productivity. It is an important tool for the retention of competent and stable workforce. This research also concludes that the management is not really serious to motivate their employees. It is an alarming situation and requires serious efforts from the management side to bring positive change. Besides that, significant portion of respondents are not satisfied with their current performance appraisal system which creates frustration and dissatisfaction among employees.

In addition, large numbers of employees are deprived from participation in the major decision making process which increases gap between management and employees. Moreover, respondents also showed disappointment towards financial and non financial rewards and job security.

Employees are satisfied having the relationship with their co-workers and measures adopted for their health and safety by the management.

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A FINANCIAL PERFORMANCE ANALYSIS OF SELECTED CO-OPERATIVE BANKS OF INDIA

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Abstract

India is the largest country having many and varied financial institutions public, private, co-operative banks, who are controlled and governed by Reserve Bank of India, and Ministry of Finance. Efficiency and profitability of the banking sector in India has assumed primal importance due to intense competition, greater customer demands and changing banking reforms. This study attempts primarily to measure the financial performance of The Kalapur Commercial Co-Operative Bank Ltd, The Ahmedabad Merchantile Co-Operative Bank Ltd, NutanNagarikSahakari Bank Ltd which are leading co-operative sector banks of Gujarat. Financial performance of these banks have been analysed for the period 2005-06 to 2014-15. For analysis researcher has used financial ratio analysis (FRA) method which help to draw an overview about financial performance of co-operative sector banks. The study findings can be helpful for management of banks.

Keywords : Co-operative Sector Banks, Financial Performance, Efficiency, Profitability

INTRODUCTION

OVERVIEW OF BANKING

Bank is defined in many ways by various authors in the book on economics and commerce. It is very difficult to define a bank; because a bank performs multifarious functions may be defined in many ways according to their functions. The evolution of different types of banks, each specializing in a particular field, gives emphasis on each and every kind of bank. A general and comprehensive definition to cover all types of banking institutions would be unscientific and probably impossible. Each type of bank should have its own definition, explaining its specialized functions. Legislators have understood this difficulty and that is why the bill of exchange Act 1882 (England) defines

“A bank includes a body of persons, whether incorporated or not, who carry on the business of banking”

MARKET SIZE

The Indian banking sector is fragmented, with 46 commercial banks jostling for business with dozens of foreign banks as well as rural and co-operative lenders. State banks control 80 percent of the market, leaving relatively small shares for private rivals.

At the end of February, 13.7 crore accounts had been opened under Pradhanmantri Jan DhanYojna (PMJDY) and 12.2 crore RuPay debit cards were issued. These new accounts have mobilised deposits of Rs 12,694 crore (US\$ 2.01 billion).

Standard & Poor's estimates that credit growth in India's banking sector would improve to 12-13 per cent in FY16 from less than 10% in the second half of CY14.

CO-OPERATIVE BANK OVERVIEW

Co-operative endeavour is not new phenomenon to India. The history of co-operative movement in India is very old. Kautilya, in his Arthashastra described, "Guilds of workmen as well as those who carry on any co-operative work shall divide their earnings either equally, or as agreed upon among themselves". Cooperatives play an important role in the socio-economic development. The movement was started in India with a view to encourage and promote thrift and mutual help for the development of persons of

small means such as agriculturists, artisans and other segments of the society. The Indian cooperative movement emerges from the poverty, exploitation, and distress. Mahatma Gandhi is of the opinion that those who own the wealth have right to an honourable livelihood, no better than that enjoyed by millions of others. The rest of their wealth belongs to the community, and, must be used for the welfare of the community. This becomes the base of the co-operative movement, which is based on the same principles of community camaraderie, mutual help, democratic decision-making and open membership to all.

LITERATURE REVIEW

Urs and Chitambaram (2000) studied performance of 14 District Central Cooperative Banks (DCCBs) in Kerala on 23 parameters and found inefficiency in their operations with lower capital and poor deployment of funds in the DCCBs.

Bhaskaran and Josh (2000), concluded that the recovery performance of co-operative credit institutions continues to be 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 (2001) 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.

Mayuri, J. Farmer's (2009) study was primarily based on the secondary data relating to the financial performance of 27 nationalized banks of India during 1989 to 1998. A regression analysis has been attempted to identify the quantifiable variables and to judge how far the changes in profitability are influenced by each of these variables. A detailed study has also been undertaken by selecting a very profitable bank and a highly loss making bank to identify the variables affecting the profitability of each of them. The application of the concept of Break Even Analysis has been attempted to differentiate between a profit earning bank and a losing bank and to help in suggestions how margin of safety can be improved.

Rachita Gulati and Sunil Kumar (2009) endeavour to explore the relationship between efficiency and profitability in 51 Indian domestic banks operating in the financial year 2006-2007. The empirical results show that de novo private sector banks dominate in the formation of the efficient frontier for Indian domestic banking industry. The efficient- profitability matrix reveals that the resource utilization process in 22 banks that fall in the "Question Mark" and "Sleepers" quadrants is not functioning well and featuring the presence of considerable wastage of inputs. Further, Tamil Nadu Mercantile Bank and Yes Bank may be considered as an ideal benchmark for the poor performing banks on the efficiency and profitability dimensions of performance evaluation.

Roma Mitra, Shankar Ravi (2008), A stable and efficient banking sector is an essential precondition to increase the economic level of a country. This paper tries to model and evaluate the efficiency of 50 Indian banks. The Inefficiency can be analyzed and quantified for every evaluated unit. The aim of this paper is to estimate and compare efficiency of the banking sector in India. The analysis is supposed to verify or reject the hypothesis whether the banking sector fulfils its intermediation function sufficiently to compete with the global players. The results are insightful to the financial policy planner as it identifies priority areas for different banks, which can improve the performance. This paper evaluates the performance of Banking Sectors in India.

B.Satish Kumar (2008), in his article on an evaluation of the financial performance of Indian private sector banks wrote Private sector banks play an important role in development of Indian economy. After liberalization the banking industry underwent major changes. The economic reforms totally have changed the banking sector. RBI permitted new banks to be started in the private sector as per the recommendation of Narashiman committee. The Indian banking industry was dominated by public sector banks. But now the situations have changed new generation banks with used of technology and professional management has gained a reasonable position in the banking industry.

Vradi, Vijay, Mauluri, Nagarjuna (2006), in his study on 'Measurement of efficiency of bank in India concluded that in modern world performance of banking is more important to stable the economy. In order to see the efficiency of Indian banks we have seen the fore indicators i.e. profitability, productivity,

assets, quality and financial management for all banks includes public sector, private sector banks in India for the period 2000 and 1999 to 2002-2003. For measuring efficiency of banks we have adopted development envelopment analysis and found that public sectors banks are more efficient than other banks in India.

PetyaKoeva (July 2003) in his study on The Performance of Indian Banks. During Financial Liberalization states that new empirical evidence on the impact of financial liberalization on the performance of Indian commercial banks. The analysis focuses on examining the behaviour and determinants of bank intermediation costs and profitability during the liberalization period. The empirical results suggest that ownership type has a significant effect on some performance indicators and that the observed increase in competition during financial liberalization has been associated with lower intermediation costs and profitability of the Indian banks.

RESEARCH OBJECTIVE

1. To analyse financial performance of selected co-operative banks of Gujarat
2. To analyse the relation of financial performance between selected co-operative banks of Gujarat

RESEARCH METHODOLOGY

SOURCES OF DATA

Secondary sources of data has been utilised for this proposed research study
Secondary data have been collected from Annual Reports.

UNIVERSE

In the research study selected 3co-operative banks.

PERIOD OF DATA COVERAGE

Ten years of financial statements has been analysed for co-operative banks taken under study.

ANALYSIS OF DATA

The proposed statistical tools for the analysis of data are ratio analysis and ANOVA test.

DATA ANALYSIS

1. RETURN ON WORKING CAPITAL RATIO

YEAR	The Kalupur Commercial Co-operative Bank Ltd	The Ahmedabad Merchantile Co-operative Bank Ltd	NutanNagarikSahakari Bank Ltd
2005-06	1.09	0.58	1.19
2006-07	1.26	0.65	0.71
2007-08	1.28	0.73	0.66
2008-09	1.19	0.72	0.73
2009-10	1.03	1.44	0.59
2010-11	1.12	1.29	0.61
2011-12	1.13	1.45	0.52
2012-13	1.16	1.16	0.59
2013-14	1.27	1.09	0.57
2014-15	1.26	1.22	6.60

THE KALUPUR COMMERCIAL CO-OPERATIVE BANK LTD return on working capital ratio was 1.09 in the year 2005-06. It was improved to 1.28 in the year 2007-08 and it decreased to 1.03 in the year 2009-10. The table shows mixed tendency in return on working capital ratio during the study period. The highest

ratio was 1.28 in the year 2007-08 whereas lowest 1.03 in the year 2009-10. The table also reveals that return on working capital ratio of THE AHMEDABAD MERCHANTILE CO-OPERATIVE BANK LTD was 0.58 in the year 2005-06, it gone up to 1.44 in the year 2009-10 but then it was decreased in the year 2013-14 to 1.09. Return on working capital ratio discloses fluctuating trend. The highest return on working capital ratio was 1.45 in the year 2011-12 whereas lowest 0.58 in the year 2005-06. In NUTAN NAGARIK SAHAKARI BANK LTD, the return on working capital ratio was 1.19 in the year 2005-06, it was decreased to 0.71 in the year 2006-07 but then after it was continuously decreased to 0.57 in the year 2013-14. So, it exhibits decreasing trend during the study period. The highest return on working capital ratio was 6.60 in the year 2014-15 whereas lowest 0.52 in the year 2011-12.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.301537	2	0.150769	0.123833	0.884026	3.354131
Within Groups	32.87292	27	1.217516			
Total	33.17446	29				

Fcal is 0.12 and Ftab is 3.35.

Thus, Fcal < Ftab and p-value is higher than specified α of 0.05.

So, null hypothesis is accepted and it is concluded that there is no significant difference in Return on Working Capital Ratio between selected Co-operative Banks

2. INTEREST INCOME TO TOTAL INCOME RATIO

YEAR	The Kalupur Commercial Co-operative Bank Ltd	The Ahmedabad Merchantile Co-operative Bank Ltd	NutanNagarikSahakari Bank Ltd
2005-06	95.00	97.28	69.10
2006-07	94.59	97.40	77.90
2007-08	93.30	95.54	92.21
2008-09	96.23	94.63	76.30
2009-10	94.52	95.75	89.28
2010-11	93.25	95.76	90.81
2011-12	93.30	92.91	91.43
2012-13	86.85	95.66	90.86
2013-14	87.13	90.46	87.16
2014-15	92.72	94.09	86.76

THE KALUPUR COMMERCIAL CO-OPERATIVE BANK LTD interest income to total income ratio was 95.00 in the year 2005-06. It was improved to 96.23 in the year 2008-09. Then it was decreased to 87.13 in 2013-14. The table shows mix trend in interest income to total income ratio during the study period. The average ratio was 92.69 during the study period. The table reveals that interest income to total income ratio of THE AHMEDABAD MERCHANTILE CO-OPERATIVE BANK LTD was 97.28 in the year 2005-06, it decreased up to 90.46 in the year 2013-14. Interest income to total income ratio discloses decreasing trend. The Average ratio was 94.95. In NUTAN NAGARIK SAHAKARI BANK LTD, the interest income to total income ratio was 69.10 in the year 2005-06, it was improved to 92.21 in the year 2007-08 then it was decreased to 87.16 in 2013-14. So, it exhibits fluctuating trend during the study period. The average ratio was 85.18 during the study period.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	522.9092	2	261.4546	10.14797	0.000517	3.354131
Within Groups	695.634	27	25.76422			
Total	1218.543	29				

Fcal is 10.14 and Ftab is 3.35.

Thus, Fcal > Ftab and p-value is lower than specified α of 0.05.

So, null hypothesis is rejected and it is concluded that there is significant difference in Interest Income to Total Income Ratio between selected Co-operative Banks

3. INTEREST INCOME AS PERCENTAGE TO TOTAL ASSETS RATIO

YEAR	The Kalupur Commercial Co-operative Bank Ltd	The Ahmedabad Merchantile Co-operative Bank Ltd	NutanNagarikSahakari Bank Ltd
2005-06	5.42	6.05	6.43
2006-07	5.08	6.46	6.54
2007-08	6.55	6.94	7.38
2008-09	7.45	7.18	7.06
2009-10	7.58	6.87	7.54
2010-11	6.74	6.40	7.45
2011-12	7.53	7.22	7.85
2012-13	8.36	7.70	7.80
2013-14	8.76	7.78	8.24
2014-15	8.18	7.95	8.51

THE KALUPUR COMMERCIAL CO-OPERATIVE BANK LTD interest income as percentage to total assets ratio was 5.42 in the year 2005-06. It was gone up to 8.76 in the year 2013-14. The table shows increasing trend in interest income as percentage to total assets ratio during the study period. The average ratio was 7.16 during the study period. The table reveals that interest income as percentage to total assets ratio of THE AHMEDABAD MERCHANTILE CO-OPERATIVE BANK LTD was 6.05 in the year 2005-06; it increased up to 7.78 in the year 2013-14. Interest income as percentage to total assets ratio discloses increasing trend. The Average ratio was 7.05. In NUTAN NAGARIK SAHAKARI BANK LTD, the interest income as percentage to total assets ratio was 6.43 in the year 2005-06; it was improved to 8.24 in the year 2013-14. So, it exhibits increasing trend during the study period. The average ratio was 7.48 during the study period.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.963287	2	0.481644	0.618544	0.546188	3.354131
Within Groups	21.02417	27	0.778673			
Total	21.98746	29				

Fcal is 0.61 and Ftab is 3.35.

Thus, Fcal < Ftab and p-value is higher than specified α of 0.05.

So, null hypothesis is accepted and it is concluded that there is no significant difference in Interest Income as Percentage to Total Assets between selected Co-operative Banks

4. NET PROFIT AS PERCENTAGE TO TOTAL DEPOSIT RATIO

YEAR	The Kalupur Commercial Co-operative Bank Ltd	The Ahmedabad Merchantile Co-operative Bank Ltd	NutanNagarikSahakari Bank Ltd
2005-06	1.71	1.01	1.59
2006-07	2.12	1.11	0.97
2007-08	1.89	1.22	0.84
2008-09	1.69	1.18	0.92
2009-10	1.41	2.29	0.72
2010-11	1.54	1.96	0.80
2011-12	1.51	2.15	0.73
2012-13	1.49	1.67	0.76
2013-14	1.60	1.52	0.68
2014-15	1.58	1.66	7.56

THE KALUPUR COMMERCIAL CO-OPERATIVE BANK LTD net profit as percentage to total deposits ratio was 1.71 in the year 2005-06. It was decreased to 1.60 in the year 2013-14. The table shows fluctuating trend during the study period. The highest ratio was 2.12 in the year 2006-07 whereas lowest 1.41 in the year 2009-10. The table reveals that net profit as percentage to total deposits ratio of THE AHMEDABAD MERCHANTILE CO-OPERATIVE BANK LTD was 1.01 in the year 2005-06, it gone up to 2.29 in the year 2009-10 then it was decreased to 1.52 in 2013-14. Net profit as percentage to total deposits ratio discloses increasing trend. The average ratio was 1.58 during the study period. In NUTAN NAGARIK SAHAKARI BANK LTD, the net profit as percentage to total deposits ratio was 1.59 in the year 2005-06, it was decreased to 0.97 in the year 2006-07 but then after it was continuously decreased to 0.68 in the year 2013-14. So, it exhibits decreasing trend during the study period. The average ratio was 1.56 during the study period.

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.054383	2	0.027192	0.017118	0.983038	3.354131
Within Groups	42.88818	27	1.588451			
Total	42.94256	29				

Fcal is 0.017 and Ftab is 3.35.

Thus, Fcal < Ftab and p-value is higher than specified α of 0.05.

So, null hypothesis is accepted and it is concluded that there is no significant difference in Net Profit as Percentage to Total Deposits Ratio between selected Co-operative Banks

CONCLUSION

Based on the ratio analysis of selected co-operative sector banks, it can be concluded that, from return on working capital ratio it can be concluded that NutanNagarikSahakari Bank Ltd performed better than the TheKalupur Commercial Co-operative Bank Ltd and The Ahmedabad Merchantile Co-operative Bank Ltd and during year 2014-15 co-operative bank performed better. From Interest Income to Total Income Ratio it can be observed that The Ahmedabad Merchantile Co-operative Bank Ltd stood number position followed by The Kalupur Commercial Co-operative Bank Ltd and NutanNagarikSahakari Bank Ltd, during year 2007-08 co-operative banks have highest interest income than total income earned by the banks. From Interest Income as Percentage to Total Assets Ratio it can be seen that with 7.48 average ratio value NutanNagarikSahakari Bank Ltd stood at first position followed by the TheKalupur Commercial Co-

operative Bank Ltd and The Ahmedabad Merchantile Co-operative Bank Ltd. During year 2013-14 co-operative banks have highest interest income than total assets. From the as percentage to total deposit ratio analysis it can be seen that, The Kalupur Commercial Co-operative Bank Ltd performed better than The Ahmedabad Merchantile Co-operative Bank and NutanNagarikSahakari Bank Ltd. There is no significant difference in Return on Working Capital Ratio between selected Co-operative Banks. There is significant difference in Interest Income to Total Income Ratio between selected Co-operative Banks. There is no significant difference in Interest Income as Percentage to Total Assets between selected Co-operative Banks. There is no significant difference in Net Profit as Percentage to Total Deposits Ratio between selected Co-operative Banks

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A STUDY ON MODERN FORMATS OF RETAIL AND THEIR CONTRIBUTION TOWARDS SECULARISM; ONE OF THE COMPONENTS OF NATIONAL INTEGRATION THROUGH UNIFORMITY OF SERVICES AND OPERATIONS

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Abstract

Continuous improvement in the services, operations and product offerings of modern formats of retail has attracted and attention of both economy as well as society as a whole as it has made it possible to get benefited by many dimensions. As compared to traditional outlets, modern formats of retail have offered many benefits to the country and society by contributing towards components of National Integration up to some extent.

National Integration Council has narrated some components that help creating National Integration like Communal harmony, Social Structure, Regional balances, Equal freedom, Lingual uniformity, Secularism and Equal opportunity for employment.

The study is intended to observe whether the modern formats of retail can contribute through their Uniformity of Services and Operations towards National Integration by satisfying and meeting any of the components suggested by National Integration Council or not. The research can be of use for nation / government to motivate retail players and to offer multi-dimensional benefits to the society by generating unity in diversity.

Keywords : Retailing, Uniformity in services, Retail service operation, National Integration

Introduction

Modern Formats of Retail in India

In recent times, India has witnessed transformation in shopping habits of consumers. Modern retail outlets have provided Indian consumers with new shopping experience and constantly evolving choice for shopping with wide range of products.

Modern retail formats are operating in different sizes and shapes. They are quite different in terms of the ownership, the kind of premises and the orientation of the product range.

Modern retail formats are unique in nature in terms of their individual product range, store layout, shopping convenience, promotional scheme, product pricing, customer service, employee behavior and store ambience; and are spread in all the states of India. Dalwadi, R., Rathod, H. Patel, A. (2010).

Uniform strategy of independent formats of modern retail formats resulted in to equalization in the standards of living of consumers within the country. 'Price Water House Cooper'. Consumers' spending is shifting from traditional expenditure on food, groceries and clothing to that on lifestyle categories that deliver better quality and taste due to availability of Modern Retail. Mishra, S. (2008).

Multi-dimensional strategies are being adopted by modern format of retail that can focus on tradition, culture, social and secular / communal aspects. Lounela J., Lorentz H. (2008), Devgan D., Kaur M. (2010).

Even the services, operations and standard operating process are unique in nature for respective modern outlets / players of retail industry.

However, as of now government has allowed only 51 per cent FDI in the sector to 'One Brand' shops. Retail Industry in India, Corporate Catalyst India.

National Integration

National integration is the awareness of a common identity amongst the citizens of a country. It means though we belong to different castes, religions and regions and speak different languages we recognize the fact that we are all one.

Even if various differences are there in India in terms of language, caste, religion, region, social status, community and economic establishments; the unity in diversity is possible and even inevitable for the national unity and uniformity. National Integration Council.

This kind of integration is very important in the building of a strong nation. It reduces socio-cultural and economic differences or inequalities and strengthens national unity and solidarity. Khurana S. 2011

Dr. Manmohan Singh 2011. Unity in diversity is the ultimate intention of national integration that may come true by focusing on various concepts of national integration suggested by National Integration Council like...

- Communal harmony
- Social Structure
- Regional balances
- Equal freedom
- Lingual uniformity
- Secularism
- Equal opportunity for employment

It helps the nation to place sound platform of progress, harmony and peace.

Objectives

- To identify and evaluate different modern formats of retail and their characteristics
- To identify and evaluate contribution of Modern format of retail towards national integration; specifically 'Secularism', one of the components of national integration met by modern format of retail.

The Statement of Problem

Unity in diversity is the prime requirement for nation to resist either internal or external forces damaging economic, social and cultural interests and well beings. National Integration Council is actively working on this issue; and even suggested several aspects to let the dream come true for unity in diversity.

Simultaneously, Modern Formats of Retail in India has generated unique picture of Life Style and behavioral aspects on individuals across the country by focusing on Secularism, Lingual and Regional Balances, Communal aspects and Employment opportunity.

The research work is intended to study the relevance and contribution of modern format of retail towards meeting various aspects of national integration like communal harmony, social structure, regional balances, equal freedom, lingual uniformity, secularism and equal opportunity for employment.

Rationale of study

It seems to be very clear from the literature review and references indicated herewith that the modern formats of retail remarkably contribute to GDP and generate ample opportunity for employment.

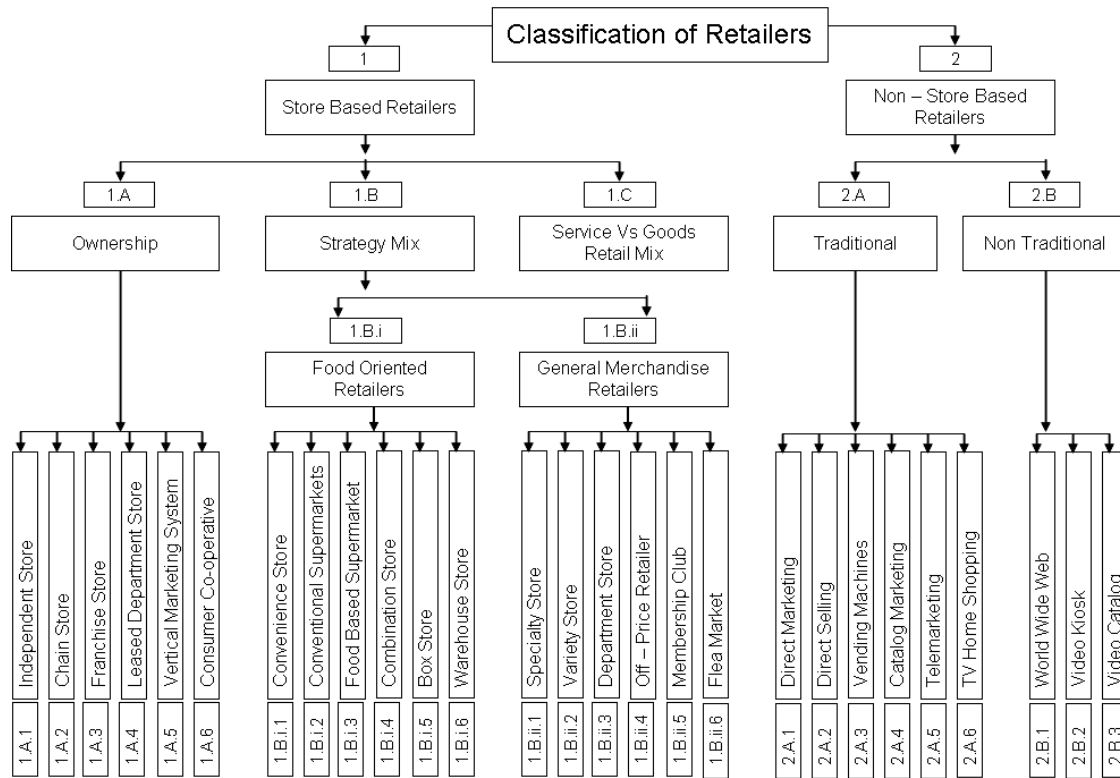
Other than economic parameter, rationale of this study is to focus on other important aspects (Communal harmony, Social Structure, Regional balances, Equal freedom, Lingual uniformity, Secularism) of National Integration where Modern Formats of Retail contributes either of the way.

If the study can identify the contribution of Modern Formats of Retail towards National Integration, by satisfying any one / more aspect(s), indicated by National Integration Council, it would be necessary for the government to take promotional steps for Retail Sector that can give ultimate touch of 'Unity in Diversity' – a dream of our nation.

Literature Review

Modern Formats of Retail

Retailing encompasses the business activities involved in selling goods and services to consumers for their personal, family or household use. Retail Institutions can be classified under different categories depending upon their characteristics; which are known as formats of retailing. Berman, B. (2010).



Webster’s Encyclopedic Dictionary defines ‘modern’as follows: *pertaining to present and recent time in contrast to ancient or remote.*

Modern retailing, which is often called organized trade, facilitates the access for international brand manufacturers to wider chain store based distribution in the target market.

There are many elements which may spontaneously be claimed to characterize Modern retailing, for example self-service, store formats, wideness of assortment, technology and equipment, or the general degree of sophistication in running the business. Lounela J., Lorentz H. (2008).

Retail which contributes 10per cent of our GDP is the largest source of employment after agriculture, generates huge opportunities for people to be employed. Antony A. (2009)

It has to be noted that modern-based culture have penetrated tradition-based markets successfully through the establishment of modern-based retail institutions. Griffith D. (2008)

Modern retail formats maintain and implement almost the same strategy and standard operating procedure to operate their business and to serve their customers; which resulted in to equalization in the standards of living of consumers within the country. ‘Price Water House Cooper’.

Consumers’ spending is witnessing a shift from traditional expenditure on food, groceries and clothing to that on lifestyle categories that deliver better quality and taste due to availability of Modern Retail. Mishra, S. (2008).

Multi-dimensional strategies are being adopted by modern format of retail that can focus on tradition, culture, social and secular / communal aspects. Lounela J. Lorentz H. (2008), Devgan D., Kaur M. (2010).

Major Retail Players

Future Group
Tata Group
Reliance Retail
RPG Group
A.V.Birla Group
K.Raheja Group
Landmark Group
Metro
Vivek Limitedand many other players.

Geographic Operations

Retailers can be classified in to several categories based on geographic coverage of their operations:

National Level Retailers

Retailers operating their business at national level across different states fall under this category who operate their stores in different states with same SOP and service parameters.

Regional Retailers

Retailers operating their business at national level; but limited to specific states or region of country fall under this category. They are just like the National Level Retailers; but are limited to specific regional coverage.

State Level Retailers

Retailers operating their business across the state in different districts fall under this category. Considering size of investment and operation of store they are limited to specific one state.

Local / Domestic Retailers

Retailers operating their business within a city / town with one or more than one outlets fall under this category.

Types of retail outlets falling under modern format

Hypermarket
Department Store
Superstore
Franchise Store
Exclusive Store
Company owned outlet
Chain Store

Uniformity of Services / Operations / Offerings

Retail outlets being operated at national level as well as at regional level follow and offer uniform practice to offer products and services backed by uniform pattern of operation. Areas covered under such uniformity can be:

- Products
- Infrastructure
- Exteriors
- Interiors
- Furniture / Fixtures
- Colors
- Lightings
- Celebration of Events / Festivals
- Promotional Offers and Discounts
- Window Dressings and Decorations
- Shopping Experience
- Services
- Standard Operating Processand many other aspects.

National Integration

Basic purpose of National Integration is to promote harmony and the spirit of common brotherhood amongst all the people of India, transcending religious, linguistic and regional or sectional diversities. *Mohanty T. (2006).*

National integration is a sentiment in which the people of a country have the feeling of living together with goodwill for all, the desire of Co-operation and sympathy for each other, the willingness to forget difference of caste, language, religion and region etc. to work together for the welfare of the country. Khurana S.

The foundation of our national life is Unity in Diversity, Freedom of Religions, Secularism, Equality, Fraternity among all communities constitute the foundation of our national life. Dr. ManmohanSinh (2011).

Unity in diversity is the ultimate intention of national integration that may come true by focusing on various concepts of national integration such as: Communal Harmony, Social Structure, Regional balances, Equal freedom, Lingual uniformity, Secularism and Equal opportunity for employment. *National Integration Council.*

Justification

- Modern formats of retail that offer almost uniform Products, Infrastructure, Exteriors, Interiors, Furniture / Fixtures, Colors, Lightings, Celebration of Events / Festivals, Promotional Offers and Discounts, Window Dressings and Decorations, ShoppingExperience, Services and Standard Operating Process would definitely satisfy the parameter of National Integration like Communal Harmony, Equal Opportunity for Employment, Secularism, Regional Balances etc.
- If it happens, Modern Format of Retail can definitely contribute towards National Integration.

Survey Method and Technique

Responses were collected from 800 respondents from four major states, i.e., Gujarat, Rajasthan, Maharashtra, Madhya Pradesh and Andhra Pradesh using mall intercept technique. However, convenience sampling technique was used in selecting the respondents. Out of 800 responses collected, only 704 (88%) were found to be suitable for the purpose of further analysis.

Data Analysis

Reliability of Scale

Internal consistency of the scale was measured by calculating Cronbach Alphas of each constructs. Cronbach’s alpha (or coefficient alpha) is the most commonly used measure to judge the internal reliability of factors or constructs. Malhotra and Das (2013, p.279) suggest that the generally agreed upon the lower limit for Cronbach’s alpha is 0.60. For this variable, calculation of Cronbach’s alpha is 0.634, above the cutoff value of 0.60 indicating good internal reliability of the construct.

Difference between male and female respondents on the Secularism

To study the difference between male and female respondents on secularism, following null and alternative hypothesis is formulated.

Null Hypothesis (H₀): There is no significant difference on secularism between male and female respondents.

Alternative Hypothesis (H₁): There is no significant difference on secularism between male and female respondents.

Table : 1

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Sum_Sec	Equal variances assumed	.474	.491	1.134	701	.257	.23859	.21040	-.17449	.65168
	Equal variances not assumed			1.134	615.611	.257	.23859	.21034	-.17448	.65166

Independent sample t test was conducted to test the hypothesis to find the differences between male and female respondents on the variable secularism

Referring the Table-1, hypothesis is rejected at 5% significance level. A significance difference was not found between male and female respondents for secularism.

Difference among respondents having different age groups on Secularism

To find the difference among respondents having different age groups on secularism. following null and alternative hypothesis is formulated.

Null Hypothesis (H₀): There is no significant difference among respondents having different age groups on secularism.

Alternative Hypothesis (H₁): There is a significant difference among respondents having different age groups on secularism.

Analysis of Variance (ANOVA) test was run the test the hypothesis. SPSS output of the same is shown in table below

Table : 2
ANOVA
 Sum_Sec

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	234.720	4	58.680	8.119	.000
Within Groups	5045.021	698	7.228		
Total	5279.741	702			

ANOVA test was conducted to test the hypothesis to find the difference among respondents having different age groups on secularism..

Referring the Table-2, null hypothesis can be rejected at 5% significance level. A significant differences was found among respondents having different age groups on secularism.

Difference among respondents having different education on Secularism

To find the difference among respondents having different education on secularism. following null and alternative hypothesis is formulated.

Null Hypothesis (H₀): There is no significant difference among respondents having different education on secularism.

Alternative Hypothesis (H₁): There is a significant difference among respondents having different education on secularism.

Analysis of Variance (ANOVA) test was run the test the hypothesis. SPSS output of the same is shown in table below.

Table-3
ANOVA
 Sum_Sec

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.170	2	3.585	.476	.622
Within Groups	5272.571	700	7.532		
Total	5279.741	702			

ANOVA test was conducted to test the hypothesis to find the difference among respondents having different education on secularism.

Referring the Table-3, null hypothesis cannot be rejected at 5% significance level. A significant difference was not found among respondents having different age groups on secularism.

Difference among respondents having different income level on Secularism

To find the difference among respondents having different education on secularism. following null and alternative hypothesis is formulated.

Null Hypothesis (H₀): There is no significant difference among respondents having different income level on secularism.

Alternative Hypothesis (H₁): There is a significant difference among respondents having different income level on secularism.

Analysis of Variance (ANOVA) test was run the test the hypothesis. SPSS output of the same is shown in table below.

Table-4
ANOVA
 Sum_Sec

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	42.439	4	10.610	1.414	.228
Within Groups	5237.303	698	7.503		
Total	5279.741	702			

ANOVA test was conducted to test the hypothesis to find the difference among respondents having different income level on secularism.

Referring the Table-4, null hypothesis cannot be rejected at 5% significance level. A significant differences was not found among respondents having different income level on secularism.

Difference among respondents living in different states on Secularism

To find the difference among respondents living in different states on secularism, following null and alternative hypothesis is formulated.

Null Hypothesis (H₀): There is no significant difference among respondents living in different states on secularism.

Alternative Hypothesis (H₁): There is a significant difference among respondents living in different states on secularism.

Analysis of Variance (ANOVA) test was run the test the hypothesis. SPSS output of the same is shown in table below.

Table-5
ANOVA
 Sum_Sec

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	80.678	4	20.169	2.708	.029
Within Groups	5199.063	698	7.449		
Total	5279.741	702			

ANOVA test was conducted to test the hypothesis to find the difference among respondents living in different states on secularism.

Referring the Table-5, null hypothesis can be rejected at 5% significance level. A significant difference was found among respondents living in different states.

Conclusion

From the above analysis it can be interpreted that Modern Formats of Retail not only offer and sell products across the nation, but also provides platform for bridge the gap of secularism that helps in National Integration.

It motivates the customer not only to purchase the products, but to celebrate and enjoy traditions and religions of individual along with remarkable motivation; as it gives equal importance to all festivals across the nation.

Though there was a difference in the opinion based on different factors like Age, Gender and Income, overall result of the study shows that the people are given strong platform by Modern Format of Retail focusing on Secularism and Freedom.

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INDIAN BANKING SECTOR WITH HUMAN RESOURCE CONCEPT

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Abstract

We at 21st Century are in the age of Technological Development, Indian banking sector is also undergoing great change with this, the Indian banking sector we can see tremendous growth in the service sector. The paper is focusing on HR aspect, we have hypothesized that there is direct and significant relationship between the constructs (OCB) and the Corporate Citizenship Behaviour. We have also hypothesized that Non cash based incentives also have direct and significant relationship with Corporate Citizenship Behaviour. Results prove that there is significant relationship and these relationships can be further analysed and used as a tool to improve the employee performance thereby making them efficient to contribute towards the total quality and productivity of the organization. This Paper is a study of Corporate Citizenship Behaviour in Indian Banking Sector and the relationships of constructs (Altruism, Conscientiousness, Courtesy, Sportsmanship and Civic Virtue) to assess the presence of citizenship in the employees.

Keywords : Corporate Citizenship Behaviour, Intangible Assets, Indian Banking Sector.

1. INTRODUCTION

The data shows that world is moving towards service economy as compared to product economy, dealing with humans and their physiological need satisfaction is the main area of concern, country like India with second highest population in the world is not exception of the world scenario. Organizations are built up with a vision and mission and to reach the outset target, they have specific set of strategies too, but the changing face of organizational management brings the fact on face that organizations are unable to keep up pace with rapid global changing scenario. Are organizations functioning successfully? To attain the changed set of objectives and to cope up with changing set of Organizational goals, the organizations will have to look upon and assess its tangible and intangible resources which are actually instrumental in gaining Organizational sustainability in long run. Organization cannot focus only on profit making or increasing share holders' value as their sole objective and they are equally responsible for the contribution in the distinct areas like the environment, the workplace, the community and the market place. A strong need to develop a holistic approach to identify the integration between individual aspirations and organizational objective has been felt during the last few decades. Moreover it is widely recognized that human resource are scarce, and they require additional care when it comes to maintaining their high levels of productivity. This calls for understanding and evaluating employee behavior with respect to organization. This paper attempts to study the behavior of employees working in service sector with special reference to Indian Banking Industry. Because, the onset economic reforms has opened up the Indian Service Industry to Private Sector Players. Airline industry and Banking was largely government owned sector until recently and now are facing stiff competition from new entrants. This is the hour to recognize and adopt more pragmatic and market (customer) oriented approach to sustain. Corporate Citizenship Behaviour, the concept is gaining attention and due consideration from the Management Experts, Scholars and Professionals and this had led them to the exclusive research in the field of behaviour exclusively focusing on discretionary behaviours, spontaneous behaviours and behavioural patterns of existing employees. These kinds of behaviours of employees in organizations are however not required as per their job profile but then they are essential for the organizational effectiveness. Smith et al. (1983) conceptualized these contributions as 'Citizenship Behavior'. In India the service sector is gaining importance in recent phase much work is yet not done understanding and correlating the complexities of Corporate Citizenship Behaviour and its impact on customer with special

reference to Service Sector. This study is an effort to find the existence of positive correlation between Corporate Citizenship Behaviour of employees and its constructs because employees are most productive when they do meaningful jobs at fair wages which empowers them to contribute towards the increasing organizational efficiency.

2. INDIAN BANKING SECTOR WITH HUMAN RESOURCE

If we analyse banking sector or India, we can visualise the changes, if organisations are not giving attention to these aspects they will not succeed in achieving their long term vision. Corporate Citizenship is the contribution a company makes to society through its core business activities, its social investment and philanthropy programmes, and its engagement in public policy. The manner in which a company manages its economic, social and environmental relationships, as well as those with different stakeholders, in particular shareholders, employees, customers, business partners, governments and communities determines its impact-World Economic Forum, 2003. Corporate Citizenship is a wider

Social Issue and social investment is a misuse of shareholder's money was the traditional mind set till 1980s. The global economy has strengthened the role of Citizenship and the organizations have initiated their efforts towards customer satisfaction and long run relationships. The Indian Banking Sector has been undergoing significant changes due to globalization and increasing competition during last fifteen years. Further because the technological changes, banking practices have changed considerably. Among the service organizations the banking sector is perhaps the largest one that caters to the need of the people belonging to almost all the class of society. Banking performance has been evaluated on financial aspects but the process of achieving financial aspects has remained unevaluated for long. Individual or the employee working in the banking sector is the source to provide

“customer satisfaction”. His discretionary behavior will have direct impact on quality rendered to customers .There is a strong need to make internal business process and innovations in banking practices and make all the efforts to enhance organizational efficiency. The major focus of the research here is to assess the behavior of employee who are dealing with customers as the representatives of banks and ensure that their discretionary behavior contribute towards the organizational tangible productivity.

3. LITERATURE REVIEW WITH REFERENCE TO BANKING SECTOR:

In 1955 Bray field and Crockett suggested that there is not right relationship between job satisfaction and individual productivity as a measure of work performance . According to Victor vroom in 1964 in his post studies 1955 identified a median positive correlation of 0.14 between measures of Job satisfaction and work performance. Podsakoff and Williams 1986 concluded that the Correlation between satisfaction and performance was not practically significant. Iaffaldano and Muchinsky in 1985 conducted a Meta-analysis of the satisfaction performance relationship which also produced low typical positive correlation of 0.17. Organ 1977 for the first time introduced term Organization citizenship behavior and suggested as a component of work performance .According to Organ OCB is behavior of a discretionary nature that are not part of employees formal Role requirement but they contribute to the effective functioning of any organization. Organs conceptual Rationale: 1988 and 1990 – has provided support for a hypothesized positive relationship between job satisfaction and corporate citizenship behavior. As Founded by Turnipseed & Rassuli (2005) in any organization specially service sector the best performing worker is the link between the organizational function and other employee which displays his Altruism which is one of the factor that determines corporate citizenship behavior and others are Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc.

3. RESEARCH METHODOLOGY OF THE PAPER:

Corporate Citizenship Behavior with respect to employee can be measured by five antecedents which measures discretionary behavior of employee and they are, **Altruism** (e.g., helping new colleagues and

freely giving time to others) is typically directed toward other individuals, but contributes to group efficiency by enhancing individuals' performance.

Conscientiousness (e.g., efficient use of time and going beyond minimum expectations) enhances the efficiency of both an individual and the group. **Sportsmanship** (e.g., avoids complaining and whining) improves the amount of time spent on constructive endeavors in the organization. **Courtesy** (e.g., advance notices, reminders, and communicating appropriate information) helps prevent problems and facilitates constructive use of time. **Civic Virtue**

(e.g., serving on committees and voluntarily attending functions) promotes the interests of the organization. Katz & Kahn, 1966; Quinn & Rohrbaugh, 1983; Steers, 1977; Yuchtman & Seashore, 1967; Zammuto, 1982). Worker cohesion, quality, innovativeness, adaptability, ability to transact with the environment, productivity, efficiency, profit generation, goal realization, resource procurement, information management, and communication—all attributes that can be viewed as means either of increasing the efficiency of the productive process or of gaining access to greater or more valued resources—have been noted as aspects of organizational effectiveness. To study the relationships the hypothesis were formulated and interrelationships of each antecedent with other and also with corporate citizenship behavior .We Hypothesized that : H1 Altruism is directly and positively related with corporate citizenship behavior, H2 Conscientiousness will be positively correlated with corporate citizenship behavior, H3 Sportsmanship will have significant impact on corporate citizenship behavior ,H4 Courtesy will have significant impact on corporate citizenship behavior ,H5 Civic Virtue will have a positive relationship with corporate citizenship behavior,H6 Non cash based incentives will have positive impact on corporate citizenship behavior. The hypothesis so constructed, were studied and tested using requisite research methods. The Study was done on random basis i.e. questionnaires were distributed among the bank employees which included National banks, Private Banks and Foreign banks operating in India. The questionnaires were distributed on non discriminatory and non biased grounds doing a cross-sectional study .The questionnaires were self made after referring the OCB measure scales developed by Podsakoff and Mackenzie et al.(1993).

ANALYSIS: Part I:

ANALYSIS OF DEMOGRAPHIC DATA(TABLE 1)

<u>AGE</u>		<u>GENDER</u>		<u>EDUCATION</u>		<u>EXPERIENCE</u>	
AGE	%	GENDE	%	QUALIFICATI	%	YEARS	%
20-30	7	MALE	56	POST	33	< 10	45
31-40	39			GRADUATE	55	11 TO 15	29
41-50	36	FEMAL	44	UNDERGRAD	10	16 TO 20	4
51-60	18			BELOW	2	21 TO 25	22
TOTAL	100	100		100		100	

Table 1 shows the demographic analysis of the employee on the basis of their age , gender, education and experience which portrays that 46 % employees are less that 40 years of age and 54 % of employees fall in senior category. This is due to mass recruitments in bank in previous years especially in Nationalized Banks. There are only 15% of employees who fall in less than 35 years age group which showcases Generations X and Generation Y combination at the work place to be correlated with enthusiasm and readiness to learn and adept new things in the working environment. Gender ratio, 56 : 44 witnesses that women prefer perceived safe and harmonious work culture. Analysis of the educational level shows that 55% employees are graduate and Post graduate employees are 33% , which indicates that 83 % employees are well educated and this will enable them to work on all the grounds .10 % employees are Undergraduates and only 2% have studied up to SSC. Low attrition rate is the key to success of any organization and this can be measured with the experience they carry in their pocket. 55% of employees are having more than 10 years’ work experience and 45 % of employees have less than 10 years’ experience. Banking sector is in the process of revamping and it is expected in near future that this service sector will have high proportion of youngsters.

Part II: ATECEDENTS ANALYSIS AND REALTIONSIPS (TABLE 2)

CONST RUCTS	MEA N	S D	CO RELATIONS OF ATECEDENTS						
			CC	COU	CIV	SPOR	ALT	CON	NC
CCB	3.43	0.2	1						
COU	3.39	0.3	0.66	1					
CIV	3.48	0.3	0.77	0.37	1				
SPO	3.44	0.4	0.54	0.06	0.45	1			
ALT	3.45	0.3	0.67	0.33	0.52	0.28	1		
CON	3.40	0.5	0.66	0.49	0.33	0.01	0.15	1	
NCB	3.38	0.7	0.00	0.04	0.00	0.02	-0.04	0.00	1

CCB- Corporate Citizenship Behavior , COU-Courtesy ,CIV-Civic Virtue, SPO-Sportsmanship, ALT-Altruism, CON-Conscientiousness , NCB=Non Cash Based Incentive, CCB=Corporate Citizenship Behavior

Table 2 exhibits correlation of discretionary behaviors of employee working in Indian Banking Sector. The first column of the table shows the mean of Overall Corporate Citizenship Behavior and its constructs which are **above 3** when measured on five point scale. This clearly indicates that the behavior of the employee is Pro social which is instrumental in moving towards increasing organizational efficiency. Our major focus is with respect to the measurement of the presence of the constructs that makes Individuals as citizens. To consider overall impact we have also incorporated Non cash based incentives which together construct the individuals Citizenship Behavior. From the table it is clear that the value of each construct shows positive and significant co relationship (**All the values are above 0.5**) except that for non cash based incentives which shows negative correlation(-0.04). As recommended by the experts the values should be above **0.3** otherwise it is assumed that the variable is ineffective and has no consideration therefore. Our sample data has all the values above the expert advice except that for non

cash based incentives. **H1 Altruism** is directly and positively related with corporate citizenship behavior, stands true (**0.67**) thus helping new entrants and thereby contributing to group efficiency has positive effect on organizational efficiency. **H2 Conscientiousness** will be positively correlated with corporate citizenship behavior is significant (**0.65**) this shows that employee normally tend to use their time for productive output and when required would go beyond expectations to prove themselves which in turns motivates other in group thereby increasing group efficiency. **H3 Sportsmanship** will have significant impact on corporate citizenship behavior stands true (**0.53**) but when we compare the sportsmanship with the prior two measure than we find that there is decline relationship thus the hypothesis stands good but this also indicates that constructive use of time and skills for innovations are yet to be developed amongst the employee. **H4 Courtesy** will have significant impact on corporate citizenship behavior stands good (**0.66**) which is in parity with altruism and conscientiousness depicts that employee are communicating in teams and ensure that appropriate information reaches in time which can ensure efficiency. **H5 Civic Virtue** will have a positive relationship with corporate citizenship behavior is proved (**0.76**), which shows the involvement level of employee in the organizational functions and voluntary engagements. **H6 Non cash based incentives** has positive impact on corporate citizenship behavior does not stand good (**0.003**). This indicates that Non cash based incentives will not matter much.

5. SCOPE FOR FURTHER RESEARCH:

Evaluation of intangible resources in light of their discretionary behaviours and aligning their goals with that of organizations thereby ensuring long run sustainability is a complex issue and the solutions don't come easy. The complexities in measuring their pro social behaviour which will increase organizational efficiency also increases when the other factors especially demographic, environmental and cultural factors are taken into consideration. There are chances for partial differences in the opinion when these external premises and its effects are taken into consideration but then researchers still have scope to construct a model to investigate the existing level of Corporate Citizenship in the organizations and make efforts to evaluate employee performance which can be further utilised to improve their behaviour thereby contributing to increase overall organisational efficiency.

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